

WORKFORCE TRAINING AND EDUCATION COORDINATING BOARD  
JANUARY 29, 2004

The Olympia Center  
Conference Room 101/102  
222 North Columbia  
Olympia, WA 98501  
(360) 753-8380

## AGENDA

Time: 8:30 a.m. to 2:30 p.m.

TIME	TOPIC	PRESENTER	DESIRED OUTCOME
8:30-8:40	Welcome/Introductions	David Harrison	Get acquainted and review agenda and goals.
8:40-9:15	Minutes of November 20, 2003, Board Meeting	David Harrison	Board will act on minutes of November 20, 2003, Board Meeting.
	Chairperson's Report	David Harrison	Board will be updated on current issues of interest.
	Executive Director's Report	Ellen O'Brien Saunders	
	<i>Tab 1</i>		
9:15-10:00	Eligible Training Provider List Standards	Bryan Wilson	Board will review results of last year's standards and policy options for action in March.
	<i>Tab 2</i>		
10:00-10:15	Break	All	Refresh
10:15-11:00	Employers' Needs and Practices: 2003 Survey Results	Bryan Wilson	Board will learn of results of comprehensive survey of employers' needs and practices.
	<i>Tab 3</i>		
11:00-11:15	Boeing 7E7	Robin Pollard Department of Community, Trade and Economic Development	Board will learn of results of the Boeing decision to site assembly of 7E7 in Everett.
	<i>Tab 4</i>		

TIME	TOPIC	PRESENTER	DESIRED OUTCOME
11:15-11:45	Conversation with Governor Gary Locke	Governor Gary Locke	Board will have opportunity to discuss issues and contributions of mutual interest with the Governor.
11:45-12:45	Lunch	All	Refresh
12:45-1:00	<i>High Skills, High Wages 2004</i>  <i>Tab 5</i>	Madeleine Thompson	Board will guide staff on work on biennial state strategic plan for workforce development.
1:00-1:30	Governor's Criteria for Recertification of Workforce Development Councils  <i>Tab 6</i>	Bryan Wilson	Board will act on advice to the Governor on membership criteria for local workforce development councils.
1:30-2:15	Results for Federal Programs: WIA Title IB and Perkins Career and Technical Education  <i>Tab 7</i>	Carl Wolfhagen	Board will learn performance for last year on two federal programs.
2:15-2:30	Targets for Workforce Development Council Performance on State Measures for Years 4 and 5  <i>Tab 8</i>	Carl Wolfhagen	Board will set targets on state measures for years 4 and 5.
2:30	Meeting Wrap Up and Adjournment	David Harrison	Board will recap its work and the work ahead.

# TAB 1

**Washington State Workforce Training and Education Coordinating Board**  
**Minutes of Meeting No. 94**  
**November 19, 2003**

Chair David Harrison called the meeting to order at 8:44 a.m. at the Fairhaven Public Library in Bellingham, Washington. The following board members were present:

David Harrison, WTECB Chairperson  
Asbury Lockett, Business Representative  
Julianne Hanner, Business Representative  
Mike Hudson (Alternate for Don Brunell), Business Representative  
Rick Bender, Labor Representative  
John McGinnis, Labor Representative  
Gary Gallwas (Alternate for Sylvia Mundy), Employment Security Department (ESD)  
Kyra Kester (Alternate for Terry Bergeson), Superintendent of Public Instruction (OSPI)  
Jim Crabbe and Loretta Seppanen (Alternate for Earl Hale), State Board for Community and Technical Colleges (SBCTC)  
Deb Bingaman (Alternate for Dennis Braddock), Department of Social and Health Services (DSHS)  
Ellen O'Brien Saunders, Executive Director

**Welcome and Introductions**

Mr. David Harrison welcomed the Board and guests and introductions were made.

**Minutes of Board Meeting No. 93 – September 30, 2003**

Mr. Harrison presented the minutes from the September 30, 2003 meeting. Mr. Mike Hudson noted that he was not in attendance at that meeting and asked to have the minutes corrected.

**Motion 04-94-01**

A motion was made by Mr. Rick Bender and seconded by Mr. Jim Crabbe that the Workforce Training and Education Coordinating Board (WTECB) minutes of September 30, 2003, be approved with the noted correction. The motion passed.

**Chairperson's Report**

Mr. Harrison reported on Legislative receptions that took place in Vancouver, Tacoma, and Seattle. Several Board members attended these receptions along with local legislators and they were well received.

The Workforce Strategies Conference 2003 in Wenatchee was a success and Mr. Harrison invited the Board to offer any additional feedback for planning next year's event.



Mr. Bender reported on his visit to the North Central Workforce Development Council (WDC) and Mr. Harrison noted that Board members should attend local council meetings and other special events when it is feasible. Staff will provide updated information on these activities to the Board to assist in this planning.

Mr. Mike Hudson informed the Board that the Association of Washington Business (AWB) received a Workforce Innovations Networks (WINs) grant to increase engagement of the business community in workforce development. Mr. Harrison was appreciative of WTECB staff assistance to AWB on this project. Mr. Harrison also noted the assistance of WTECB staff in Washington State's bid for the Boeing 7E7 site assembly.

Mr. Jim Crabbe asked to have the record reflect that he is in favor of the motions as presented in this Board packet as he will not be present later in the day when these items are on the agenda. (Note: Loretta Seppanen joined the meeting later to represent SBCTC.)

### **Executive Director's Report**

Ms. Ellen O'Brien Saunders shared information on a recent All Staff Development Institute held for all WTECB staff.

She provided the Board information on the Section 503 Incentive Awards. The review committee met on November 17, 2003, to discuss the awards and ensure that the money is being used to benefit all contributing programs. Mr. Crabbe, Mr. Hudson, and Ms. Kyra Kester shared their insights as review committee members and noted the collaboration this process engendered among programs, which may indeed be more valuable than the actual monies distributed.

Ms. Saunders signaled that the WTECB Agency Strategic Plan process will begin soon as the Office of Financial Management has a due date of May 1 to assist the Performance of Government process. A Board subcommittee will be formed to review the agency Vision, Mission, and Goals for review at the January 29, 2004, WTECB Meeting.

### **Improving the High School Graduation Rate**

Mr. Bryan Wilson introduced material in Tab 2, with a recommended motion to adopt the action plan. The plan directs the WTECB to partner on the issue of improving the high school graduation rate, engage in a public relations campaign, endorse the Washington Assessment of Student Learning (WASL) retake and plans for at-risk youth, and enhance state policy and procedures for reporting and accountability for the graduation rate.

Mr. Bender asked about how other states track graduation rates. Mr. Wilson said that he believes that accurate measurement is a problem across the nation. The Board discussed the issue and concerns on addressing the real reasons that students drop out. Mr. Wes Pruitt mentioned that OSPI will have a report out soon on this issue.

Mr. Harrison noted that there is a significant strategic change in this proposed action plan. The suggestion is to use money to build more significant partnerships in school systems by combining these funds with Basic Education Act funds. This does imply that we want to narrow the use of youth formula dollars. Ms. Gay Dubiqk from the Northwest WDC spoke to the Board

on concern over affecting youth formula funds and noted that a “cookie cutter” model is not the best way, that each individual area is different and should be able to use dollars to meet the area’s needs.

Ms. Kester noted that WASL retake is OSPI’s highest legislative priority this session. Mr. Wilson noted that passing this motion would enable the Board to support OSPI on this issue.

### **Motion 04-94-02**

A motion was made by Ms. Julianne Hanner and seconded by Mr. John McGinnis to approve the action plan for addressing the issue of high school graduation. The motion passed.

### **Governor’s Award for Customer Service**

Ms. Gena Wikstrom, Washington Federation of Private Career Schools and Colleges, and Ms. Peggy Rudolph, WTECB, presented on the E-Licensing streamlining project that recently won the Governor’s Award for Customer Service. Mr. Hudson noted that this award process was quite rigorous and Ms. Saunders gave recognition to the E-Licensing team of Ms. Rudolph, Mr. Walt Wong, Mr. Lee Williams, Ms. ‘cita Waller, Mr. Robert Hinsch, Ms. Tana Stenseng, Ms. Darlene Bartlett, and Ms. Wikstrom for their work on this project.

### **Postsecondary Articulation and Transfer**

Ms. Loretta Seppanen, SBCTC, presented research on transfer and articulation between community and technical colleges and four-year colleges and universities. It was noted that access is a big issue right now. There is not enough space in higher education institutions and the state is rethinking on how to make limited space more available. One strategy is to increase the number of community and technical college courses that are accepted by four-year institutions.

### **Higher Education Coordinating Board**

Mr. Sam Smith and Ms. Ruta Fanning from the Higher Education Coordinating Board (HECB) presented the HECB Interim Master Plan. Mr. Smith informed the Board that this is their opportunity to provide input on the plan before the Interim Plan is submitted to the Legislature on December 15, 2003. Ms. Fanning presented background on the issue of reduced funding for higher education and said that this is a problem across the country. Mr. Smith stated that funding is a key issue for access to higher education. The Board discussed several issues in the plan.

In response to the discussion, Mr. Wilson gave current information on the supply and demand for degrees in the job market. Ms. Fanning said that there may be differences in how they view that data. There were a number of questions from the Board around why it appears the HECB is focusing on four-year degrees. Ms. Fanning responded that they are looking at associate degrees and adult basic education in addition to four-year degrees. Mr. Harrison noted that the Board may schedule some more time at a later date to discuss this further.

A key issue for the Board is the plan's proposal to merge the HECB, SBCTC, and WTECB into a single board. Mr. Smith stated that a goal is to coordinate higher education efforts by combining these agencies and having a "unified front." Mr. Smith said that the HECB was set up with little ability to coordinate. He wants to ensure that the WTECB is part of the discussion, and noted that if we do not collaborate, agencies and institutions may continue to fight among ourselves.

Mr. Smith stated that he believes that SBCTC has done a fine job, but they do not have as much flexibility as the individual institutions have. He went on to say that individual institutions are out for their own needs. Mr. Harrison noted that most of WTECB's mission is outside of the interim plan's scope. Mr. Smith said that he knew some of it was but still wanted to include the agency in the discussion.

Mr. Rick Bender said that coordinating efforts (of postsecondary education agencies) makes sense, but in a "superboard," programs like apprenticeship will be stepchildren. There is a need for workers in the skilled trades, but he feared the focus will be on four-year institutions. Mr. Bender does not want this training to be an afterthought. Mr. Smith admitted that WTECB was not included in some of the earlier conversations, but he went on to say that if WTECB is not involved in the "superboard" it will not even be an afterthought. There is a greater probability of having a voice if WTECB is part of the "superboard."

Mr. John McGinnis expressed concern that the academics will trample technical college and apprenticeship programs. At the time when technical colleges merged into the system, they looked at the issue of how labor can stay a contributing player. He does not see how labor will get an equal voice in this new "superboard." Even with the current community and technical college system, every day there is a scratching away at technical degrees. Mr. McGinnis feels ground will be lost by consolidating. Mr. Smith replied that we are losing ground now and with any future budget cuts, we will only lose more. Mr. Bender noted that it is cheaper to get an English degree than a technical degree because of equipment needs and that some community colleges are more academically focused because of those costs.

Ms. Saunders asked for clarification on the regional vision and whether the HECB is referring to regional higher education budgets? Mr. Smith replied that their goal was to find out what the area needs.

Mr. Gallwas asked how the interim master plan connects with the two-thirds of the workforce development system that does not fall into the higher education system. He also noted that the WTECB was included so late in the process. Mr. Smith said he would like to see the Board have a dialog with the HECB on this issue. Mr. Hudson noted that the tri-partite nature of the Board is important to its success. Mr. Bender noted that workforce development really doesn't have a voice in higher education and that we should have better coordination to speak with one voice about what kind of structure would do that, but does not think that a "superboard" is necessarily the answer.

Mr. Smith asked for a signal from this Board to urge the HECB to look at alternate ways for dealing with this issue. The Board responded and discussed adding language in the resolution about "increased coordination" to address this request.

Mr. McGinnis asked if apprenticeship is included in the Board motion on this and it was decided to revise the motion to include that language as well as retraining programs.

### **Motion 04-94-03**

A motion was made by Mr. McGinnis and seconded by Mr. Bender to adopt the motion as amended. The motion passed; Ms. Kester abstained.

### **Health Care Personnel Shortage Task Force and Health Skill Panels Report**

Dr. William Gray, Washington State University and Ms. Terry Tatko, Area Health Education Centers presented information on the work of the Health Care Personnel Shortage Task Force. The Task Force is in its second year and will have another report out soon for the legislature. Ms. Tatko gave the Board an update on the activities of the Health Skill Panels.

### **Industry Skill Panels Update**

Ms. Pam Lund provided an update on the progress of industry Skill Panels and Ms. Joy Howland provided the Board with a report on the work that the Regional Advanced Technology Education Consortium (RATEC) has done with Skill Panels.

RATEC has done a study on the information technology field and what advanced skills are needed. They anticipate a large decline in interest in information technology fields, which may be related to people's perceptions of salary decline and availability of jobs. The Board discussed the issue and steps for increasing awareness.

Ms. Lund encouraged the Board to read the Skill Panels update in the packet and noted that new panels that are part of the Joint Economic Vitality Cabinet in the areas of Agriculture/Food Processing, Biotechnology, and Marine. Mr. Asbury Lockett asked what happens after Phase 3 for the Skill Panels and Ms. Lund said that they should then be sustainable. Mr. Harrison noted that he would like to address this more at the January 2004 Board meeting.

The meeting adjourned at 3:35 p.m.

Ellen O'Brien Saunders, Secretary



## **Update on Higher Education January 15, 2004**

### **Higher Education Coordinating Board Strategic Master Plan**

On December 15, 2003, the Higher Education Coordinating Board (HECB) submitted its Interim Strategic Master Plan for Higher Education to the Legislature. The Interim Plan contains few changes from the draft. One change is in the area of governance. Instead of calling for the merger of the HECB, the State Board for Community and Technical Colleges (SBCTC), and the Workforce Training and Education Coordinating Board (WTECB), the Interim Plan now says, "The state should review governance options and consider consolidating the higher education functions performed by the HECB, SBCTC, and WTECB into one state governing board."

The Legislature is to now approve or recommend changes to the Interim Plan, and the HECB is to incorporate the legislative changes, if any, and submit the final plan to the Governor and Legislature in June.

### **Governor's Supplemental Budget Request**

- ❖ \$30 million in enrollment increases, of which \$5 million is to fund 1,389 student FTEs at community and technical colleges, and \$10 million is to fund worker retraining and student FTEs in high demand fields of study. The remainder of the funds are for four-year institutions.
- ❖ \$2 million to increase funding for the Health Professional Loan Repayment and Scholarship Program (recommended by the Health Care Personnel Shortage Task Force).
- ❖ \$6.7 million to increase the size of Promise Scholarships to equal 80 percent of the cost of community college tuition and fees.

### **League of Education Voters' Initiative**

The League of Education Voters is developing an initiative to create a dedicated trust fund for education from pre-kindergarten all the way through the university level, known as P-16. The League's initiative has not been finalized, but certain aspects seem to be set. One is the funding source; the proposal will be to increase the state sales tax from 6.5 percent to 7.5 percent. The initiative will specify certain things to be funded and create a citizen oversight committee to provide accountability that the money is spent on those allowable uses.

A December outline of the initiative indicates that \$275 million per year would go to higher education. Of that amount, \$125 million per year would go to enrollment increases at two and four-year institutions. Seventy-eight percent would be general enrollments, and 22 percent would be reserved for high demand fields. Fifty million dollars would be for financial aid, and \$100 million would be for research. These amounts are subject to change before the initiative is finalized.

**WASHINGTON STATE  
WORKFORCE TRAINING AND EDUCATION COORDINATING BOARD  
MEETING NO. 95  
JANUARY 29, 2004**

**Progress Report on the Section 503 Incentive Grant**

Washington State was awarded \$3 million in Section 503 incentive grant funds for exceeding Program Year 2001 performance for programs authorized under Title I-B of the Workforce Investment Act, the Adult Education and Family Literacy Act, and the Carl D. Perkins Vocational and Technical Education Act. The U.S. Department of Labor stipulated that states use the funds to carry out “innovative programs” consistent with the requirements of one or more of the programs authorized under all three acts. Washington State chose to use the Section 503 incentive funds to support workforce development for health care occupations.

The Employment Security Department is the state fiscal agent and the 12 Workforce Development Councils (WDCs) serve as the local fiscal agents. State guidelines direct each WDC to submit their area’s Section 503 proposal to the Board on behalf of superintendents, community and technical college presidents, and the local council. Local workforce development partners submitted their proposals in the fall of 2003, and by December 16, 2003, the state’s Section 503 review committee approved 11 area projects. The state committee will meet again later this winter to review the Seattle-King County proposal.

<b>Workforce Development Area</b>	<b>Award</b>	<b>Approved by State Review Committee</b>	<b>Effective Start Date of Grant as Issued by Employment Security</b>
<b>Olympic</b>	\$130,707	Yes	1/1/04
<b>Pacific Mountain</b>	\$228,812	Yes	1/1/04
<b>Northwest</b>	\$188,200	Yes	1/5/04
<b>Snohomish County</b>	\$243,155	Yes	1/1/04
<b>Seattle-King County</b>	\$551,747	Not Yet	
<b>Tacoma-Pierce County</b>	\$327,413	Yes	12/1/03
<b>Southwest Washington</b>	\$216,147	Yes	1/2/04
<b>North Central</b>	\$221,291	Yes	1/2/04
<b>Tri-County</b>	\$260,200	Yes	12/1/03
<b>Eastern Washington Partnership</b>	\$206,313	Yes	10/1/03
<b>Benton-Franklin</b>	\$150,866	Yes	1/1/04
<b>Spokane</b>	\$275,129	Yes	12/22/03

**Board Action Requested:** None. For discussion purposes only.

## Section 503 Incentive Grant Planned Activities

Workforce Development Areas	Youth Initiatives	Transitions and Bridges	Training
<b>Olympic</b>	Fund a regional health occupations summer camp experience	Provide management training to RNs and medical terminology training to hospital employees	Manage a medical occupations scholarship program (testing fees, tutor costs, and tuition support)
<b>Pacific Mountain</b>	Deliver integrated health care focused workshops coordinated by ESD 113		Create a regional medical laboratory technologist program
<b>Northwest</b>	Have partners deliver hour-long lesson plans at area schools and arrange one week and six week health care career camps	Implement <i>Bridge Classes</i> targeted to students who have the potential to enter health care training programs	
<b>Snohomish County</b>	Deliver <i>High School and Beyond</i> project activities to assess training needs and inform targeted youth about health care opportunities	VESL/ABE health care bridge program and incumbent worker specialized training	Reserve funds to add capacity for community college health care training
<b>Tacoma-Pierce County</b>	Deliver health care occupations workshops with outreach to K-12 and ESL populations	Support nursing clinical placement coordination and tuition for incumbent worker training	Support Diagnostic Medical Sonography program and Nursing Educator Program
<b>Southwest Washington</b>	Implement K-12 pilot projects informed by 503 mapping process	Implement incumbent worker pilot based on mapping priorities	Implement health care pilots for adults based on mapping priorities
<b>North Central</b>	Provide career summits for all 9 <sup>th</sup> grade students, teachers, and parents	Arrange additional career pathways services for targeted 9 <sup>th</sup> graders and coordinate with Tech Prep partners	
<b>Tri-County</b>	Develop collaborative health care curriculum for high school students	Coordinate cross training and career planning for incumbent health care workers	Reserve funds to support instructional health care program costs at Yakima Valley Community College
<b>Eastern Washington Partnership</b>			Support expanded instructional capacity at Walla Walla Community College and Clarkston for PN nursing program adding 20 slots
<b>Benton-Franklin</b>	Help targeted students (who are interested in health care careers) meet pre-requisites and plan	Promote increased awareness among K-12 counselors and teachers about health care opportunities	Employ coordinator to implement the MESA USA model in Benton and Franklin county schools
<b>Spokane</b>	Provide Skills Center students with hands-on college laboratory experience	Deliver “Transition to Services” information re: healthcare careers and planning (online/campus)	Provide supportive services to reduce barriers to success while in training and in employment

**WASHINGTON STATE  
WORKFORCE TRAINING AND EDUCATION COORDINATING BOARD  
MEETING NO. 95  
JANUARY 29, 2004**

**STATE INCENTIVE MONEY AWARDED TO LOCAL AREAS  
BASED ON WIA TITLE I-B PERFORMANCE IN PY02**

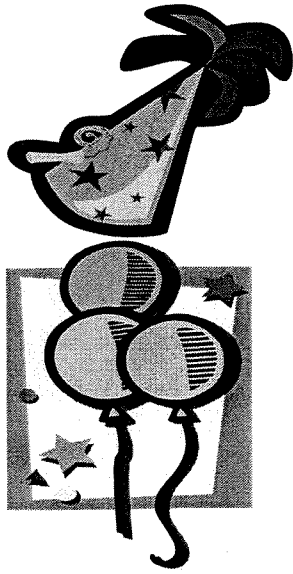
For program year 2002, the Governor set aside \$400,000 from the Workforce Investment Act (WIA) for use as state incentive fund awards. The Workforce Development Councils (WDCs) may use the dollars for any function permissible under WIA Title I-B.

Based upon the Workforce Board's incentive policy for WIA Title I-B (adopted in December 2002), incentive funds are divided into four pots: one for each of the three participant funding streams (adults, dislocated workers, or youth); and one for participant satisfaction. Those local areas that exceed an average of 100 percent of their performance targets for a funding stream or for satisfaction are eligible to receive a share of the incentive money for that category of performance. The amount allocated to each WDC is based on WDC size (as measured by funding allocation) and relative performance among WDCs eligible to share in the awards. Eight workforce areas received awards for exceeding targets in all four categories. The remaining four shared in awards for three of the four categories. The amount awarded to each WDC is shown below. Further information on the performance underlying these awards can be found in Table 3, behind tab 8.

Workforce Development Area	Amount
01 Olympic	\$ 23,244
02 Pacific Mountain	\$ 37,576
03 Northwest	\$ 25,404
04 Snohomish	\$ 27,546
05 King	\$ 65,493
06 Pierce	\$ 44,746
07 Southwest	\$ 34,703
08 North Central	\$ 36,881
09 Tri County	\$ 42,667
10 Eastern	\$ 18,032
11 Benton Franklin	\$ 13,128
12 Spokane	\$ 30,580
State Total	\$400,000
Average Award	\$ 33,333

**Board Action Requested:** None. For discussion purposes only.





# WAVE

## 20<sup>th</sup> Anniversary Celebration 1984 - 2004

**What:** Celebration of the 20<sup>th</sup> anniversary of the Washington Award for Vocational Excellence (WAVE) program, which annually presents up to 147 two-year scholarships to students who have excelled in vocational-technical education either in their senior year in high school or at a community college.

**When:** May 17 and 18, 2004.

**Where:** A May 17 luncheon event will be held at the Moses Lake Convention Center for those recipients, legislators, and dignitaries located in Eastern Washington and on May 18 at the Tacoma Rhodes Center for westsiders.

**Who:** Guests will include recipients plus one guest each, four past recipients, legislators (those who initiated the original piece of legislation as well as current members), WTECB board members, WAVE coordinators, and our educational co-sponsors.

**Co-sponsors:** Washington Association of Vocational Administrators, Office of the Superintendent of Public Instruction, Workforce Education Council, Washington Association for Career and Technical Education, State Board for Community and Technical Colleges, and Washington Association of Occupational Educators.

# **INTEGRATED PERFORMANCE INFORMATION (IPI)**

**Integrated Performance Information for Workforce  
Development System Planning, Oversight and  
Management**

**August 2003**



**Ellen O'Brien Saunders, Executive Director**

**Bryan Wilson, Associate Director for Workforce Development Systems  
Policy and Research**

**Workforce Training and Education Coordinating Board**

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## **INTEGRATED PERFORMANCE INFORMATION (IPI)**

### **Integrated Performance Information for Workforce Development System Planning, Oversight and Management**

**Purpose:** The purpose of this project is to provide the Department of Labor (DOL) with input from the states on what is required to support integrated information on the results of workforce investment programs and the One-Stop system. Examples of integrated information on results include but are not limited to: outcome measures that apply across multiple workforce development programs; measures of the performance of One-Stop Centers and the One-Stop system; other measures of the shared results of workforce investment programs that are attributable to the combined effects of multiple programs; and training provider results reported to meet the requirements of multiple programs.

**Grant Specifications:** In order to accomplish the stated purpose of this grant, the Washington State Workforce Training and Education Coordinating Board (Workforce Board) will schedule, organize, logistically support, and participate in discussion forums with states, national associations, scholarly experts, and other relevant stakeholders in order to:

- ❖ Identify the types of information on performance results required by state policy-makers, planners, and program administrators in order to better achieve their goals for workforce development;
- ❖ Identify the basic standards for data, data systems, and reports necessary to provide the required performance information;
- ❖ Identify policy, legal, administrative, and technical issues in establishing the necessary data and reporting systems;
- ❖ Identify options for addressing the policy, legal, administrative, and technical issues and identify the level of support among states and other stakeholders for the options (or option when there is a consensus); and,
- ❖ Provide advice to DOL on implementation issues related to integrated performance results information; for example, implementation issues regarding common performance measures across workforce development programs.

The discussion forums may take place in various forms; for example, academies, institutes, conferences, and other types of meetings both in person and using distance technology. The discussions among states may at times take place among a small group of leading edge states, or at other times, among a broader group of states.

The Workforce Board will report to DOL, describing the process, the content of the discussion, and any conclusions or findings. The Workforce Board will also prepare technical assistance materials describing options for supporting integrated information on performance results for use by states and other interested parties (examples of such materials include PowerPoint presentations, brochures, fact sheets, and CD-ROMs).

## **Integrated Performance Information Project**

### **Washington State Team**

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## **NGA Center for Best Practices Integrated Performance Project**

**January 8-9, 2004  
New Orleans, Louisiana**

### **Agenda**

#### **Thursday, January 8**

**8:30—9:30 am**

**Continental Breakfast**

*Holmes Foyer*

**9:30—10:00 am**

**Welcome, Introductions, Project Overview and Purpose of  
First Meeting**

*Holmes A & B*

*Ellen O'Brien Saunders, Washington State Workforce Training  
and Education Coordinating Board*

**10:00—10:15 am**

**Structure, Topics and Materials for First Meeting**

*Holmes A & B*

*Neil Ridley, NGA Center for Best Practices*

**10:15—10:30 am**

**Break**

**10:30—12:00 noon**

**Promising Practices: Production and Use of Integrated  
Performance Information in States**

*Holmes A & B*

*Christopher T. King, University of Texas at Austin*

*Bryan Wilson, Washington State Workforce Training and  
Education Coordinating Board*

*Jay Pfeiffer, Florida Department of Education*

<b>12:00—1:00 pm</b> <i>Orleans</i>	<b>Lunch</b>
<b>1:00—3:00 pm</b>  <i>Holmes A &amp; B</i>	<b>Discussion Session: What Policy Information Is Needed By Policy and Program Leaders on Results of Workforce Development Programs? (Small Group Discussion followed by Whole Group Discussion)</b> <i>Beth Greenland, Greenland and Associates</i>
<b>3:00—3:30 pm</b>	<b>Break</b>
<b>3:30—5:30 pm</b>  <i>Holmes A &amp; B</i>	<b>Discussion Session: What Are the Non-Technical Barriers to Providing Information? (Small Group Discussion followed by Whole Group Discussion)</b> <i>Beth Greenland</i>
<b>5:30 pm</b>	<b>Wrap up of Day's Discussion</b>

## **Friday, January 9**

<b>7:30—8:30 am</b> <i>Holmes Foyer</i>	<b>Continental Breakfast</b>
<b>8:30—10:30 am</b>  <i>Holmes A &amp; B</i>	<b>Discussion Session: What Are the Action Steps to Overcoming the Barriers? Under What Conditions Are Different Steps Appropriate? (Small Group Discussion followed by Whole Group Discussion)</b> <i>Beth Greenland</i>
<b>10:30—11:00 am</b>	<b>Break</b>
<b>11:00 am—1:00 pm</b>  <i>Holmes A &amp; B</i>	<b>Review and Validation of Previous Discussion (Small Group Discussion followed by Whole Group Discussion)</b> <i>Beth Greenland</i>
<b>1:00—2:00 pm</b> <i>Orleans</i>	<b>Lunch</b>
<b>2:00—3:00 pm</b> <i>Holmes A &amp; B</i>	<b>Wrap-Up and Next Steps</b> <i>Ellen O'Brien Saunders</i>
<b>3:00 pm</b>	<b>Adjourn</b>

Interagency Committee  
Meeting Notes for January 13, 2004

Attending: Randy Loomans (WSLC); Steve Frazier (WWA); Ginger Rich (CTED); Terry Redmon (DVR); Janet Bloom (ESD); Jennifer Thornton (SBCTC); Walt Wong, Bryan Wilson, and Ellen O'Brien Saunders (WTECB).

**Draft January 29, 2004 WTECB Agenda**

Ellen discussed the draft agenda for the January 29, 2004, WTECB meeting and the group discussed selected items.

**Eligible Training Provider List (ETPL) Standards**

Bryan reviewed the draft paper for the Board's consideration, noting the impact of current standards on programs. That is, what programs were determined to be ineligible under the current policy. Randy asked about how completion rate was determined and she and Bryan will discuss further. Bryan noted that a major barrier, access to wage records from non-Pacific Northwest states, has been overcome and that we now can do matches with 47 states. Therefore, it may make sense to require that any program that wishes to be on the ETPL also have its results (the actual numbers) included in [www.jobtrainingresults.org](http://www.jobtrainingresults.org). This requirement would affect the private career schools' offerings since the community and technical colleges' results are already included on that site. Bryan indicated that he was working with the private schools to discuss this idea. Programs that provided training to people who expected to be self-employed could be exempted since self-employment still can't be captured. Ellen noted that the Board's ETPL discussion was always a good one, since members considered geographic impacts, accessibility to important but relatively lower wage jobs, the tension between "minimum" standards and high quality, and other matters.

**Results for Federal Vocational Education (Perkins) and WIA (Title I)**

Bryan presented the performance results from last year and noted that we barely missed a couple of targets and, therefore, would not be eligible for an incentive award unless the Department of Education made adjustments to its methods. He discussed the reasons for the results which appear to be related more to how they are measured than actual performance. Data collection in the K-12 system is much improved and there may be negative consequences in the short term.

**Workforce Development Council (WDC) Certification Criteria**

Staff is recommending no change in current policy either with regard to membership or to the separation between staffing the WDC and service delivery. The Board will receive information about the various structures used in our state; Bryan said that there didn't seem to be a relationship between structure and performance. Bryan also noted that reauthorization of WIA might require revisiting the membership criteria for WDCs. The timetable should result in WDCs' being recertified by July 1, 2004. The method for ensuring representation of Adult Basic Education programs was discussed; many councils have college presidents who represent all three of their mission areas.



## **Roundtable of 2004 Legislative Session**

Randy reported on the apprenticeship utilization bill that will be introduced (Governor's request) and the hearing on apprenticeship to be held on January 14, 2004, in House Higher Education Committee. She noted the little amount of state money to support apprenticeship, a very successful program. Bryan reported that he would be providing an overview of the workforce development system at House Higher Education, and IC members said they would be interested in receiving his slides. He reported on the House Education Committee's hearing on the drop out issue. Jennifer noted that Senator Val Stevens had introduced a WorkFirst bill that called for full family sanctions, and Randy indicated that there would be several bills aimed at slowing down outsourcing jobs overseas. The group reviewed the elements of the Governor's supplemental budget with emphasis on higher education investments. The Board's priorities this session: retakes of the Washington Assessment of Student Learning (WASL), attention to drop out issue; plan for high school completion for those children at risk after the 7<sup>th</sup> grade WASL; and retaining language requiring educational pathways after the Certificate of Mastery.

Ellen distributed the results of the system building assessment conducted last June and the abbreviated one done at the conference, and asked members to identify "What is the most important element to them and their agency to improve?" She noted that survey respondents felt that all the characteristics were important; now it's time to pick the one(s) we want to work on so that we can move the numbers. This will be a major topic at the next IC meeting.

# **TAB 2**

**WASHINGTON STATE  
WORKFORCE TRAINING AND EDUCATION COORDINATING BOARD  
MEETING NO. 95  
JANUARY 29, 2004**

**ELIGIBLE TRAINING PROVIDER POLICY**

Each year, the Board adopts the policy used to determine the eligibility of training programs to provide training funded by Workforce Investment Act (WIA) Title I-B Individual Training Accounts. The same policy is used to determine eligibility to train dislocated workers receiving additional unemployment insurance benefits under the state's Training Benefits Program. The core of this policy is the performance criteria that training providers must meet in order to be eligible. At the March meeting the Board will act on the policy for next year: July 1, 2004, to June 30, 2005.

The purpose of this paper is to review the current policy and its effect on provider and program eligibility. At the meeting, Board members will have the opportunity to request additional information from staff that they would like to have prior to taking action in March.

**Board Action Required:** None. For discussion purposes only.

## **Performance Criteria for Determining Training Provider Eligibility PY 2004**

Last year the Workforce Board modified the eligibility policy by creating a hourly wage exception for programs with low earnings results. The current policy is as follows:

### **I. State Required Performance Levels**

A program must meet or exceed each of the following minimum performance floors:

- A completion rate of 20 percent
- An employment rate of 50 percent
- An earnings level of \$3030 in a calendar quarter

Failure to achieve any one of these minimum floors shall make the program ineligible, with the earnings/hourly wage exception explained below.

In addition, the program must achieve at least an average of 100 percent of the following performance targets:

- A completion rate of 30 percent
- An employment rate of 65 percent
- An earnings level of \$3,815 in a calendar quarter

The average shall be calculated by dividing actual performance on each measure, for which there is sufficient data, by the target for that measure, adding the results together, and dividing by the number of measures for which there is sufficient data.

If a program fails to meet the eligibility requirements for earnings, the program may still qualify by meeting the requirements for hourly wages. The requirements for hourly wages are:

- Minimum floor: \$8.50 per hour
- Performance target: \$9.50 per hour

## II. Effect on Training Providers and Programs

The effect of this policy is shown in the following table. The numbers are based on programs that applied to be on the Eligible Training Provider List (ETPL) for the current year.

**Effect of Performance Criteria on Provider and Program Eligibility**

	Community & Technical College Programs	Private Career School and 4-Year Programs	Apprenticeship Programs
Number of Programs on ETPL as of 6/30/03	1,341	1,200	66
New programs-interim eligible	110	167	0
No data reported-not eligible	61	54	7
Not enough exiters for analysis	21	180	13
Data problems-interim eligible	0	7	0
Number of ETPL programs with sufficient numbers of exiters to analyze results	1,189	792	46
Number and percent of analyzed programs found not eligible due to performance	70 (5.9%)	75 (9.5%)	13 (28.3%)
Program categories with high ineligibility rates due to not meeting performance standards	Cosmetology (24 percent not eligible), Social Services (14 percent not eligible), Protective Services (11 percent not eligible) and Managerial/ Managerial Support (11 percent not eligible)	Cosmetology (28 percent), Massage, alternative healthcare (21 percent)	

Among community and technical college programs, the ineligibility of the cosmetology programs was due mostly to low earnings, social services and protective services had low completion rates, and managerial/managerial support programs were ineligible due to poor results on all 3 measures. Of all community and technical college programs found not eligible due to performance, 56 percent did not meet the completion rate standard, 24 percent failed on the earnings/wage measure, 17 percent failed on employment rate, and 3 percent did not meet the targets.

Among private career school and four-year college programs, the ineligibility of the cosmetology and massage/alternative healthcare program categories was due to low employment rates. This was true of most programs in this sector that were found not eligible with 85 percent of them failing to meet the employment rate standard.

For apprenticeship programs, a majority of the programs that were found not eligible had low completion rates.

### **III. Options for Next Year's Policy**

In preparation for Board action in March, staff will solicit recommendation from a variety of stakeholders including the local Workforce Development Councils. The Performance Management for Continuous Improvement (PMCI) workgroup will discuss options and develop recommendations for the Board.

The major policy change under discussion concerns the reporting of performance results. The Workforce Board maintains a website, [www.jobtrainingresults.org](http://www.jobtrainingresults.org) that displays information about training programs at local institutions, including performance results. There are several sources of authorization of this site. The Workforce Board's statutes in RCW 28C.18.060(7) assign the Board to, "Develop a consistent and reliable data base on vocational education enrollments, costs, program activities, and job placements from publicly funded vocational education programs in this state." The Workforce Investment Act Sec. 122(e)(4) requires states to make information on the performance results of programs on the Eligible Training Provider List "widely available" through the one-stop delivery system. And the State Plan for Workforce Development, "High Skills, High Wages," indicates that, "By July 1, 2000, the state will have in place a "consumer report system" of training provider results, as well as course descriptions and other key information for potential students."

Currently, program participation in posting information in [www.jobtrainingresults.org](http://www.jobtrainingresults.org) is voluntary. There are two main reasons for this. The performance results for employment rates and earnings are derived from data from unemployment insurance wage records. Until recently, wage records have not been available to us from states outside of the Northwest. This has now changed. We can now obtain wage records from 47 states. The other reason why posting information has been voluntary is that wage records do not contain data on self-employment. There are programs of study that typically prepare people for self-employment; a prime example is massage therapy. Reporting the results of such programs based solely on wage records would understate their performance results for employment rates and earnings.

The policy for the Workforce Board's consideration is to make the posting of program information in [www.jobtrainingresults.org](http://www.jobtrainingresults.org) mandatory for programs on the ETPL. Exceptions could be made for reporting the employment and earning results of programs with substantial placements into self-employment. Prior to the March board meeting when the Board will take action, the PMCI workgroup will work through the details of this option and consult with the affected stakeholders.

# **TAB 3**

**WASHINGTON STATE  
WORKFORCE TRAINING AND EDUCATION COORDINATING BOARD  
MEETING NO. 95  
JANUARY 29, 2004**

**EMPLOYER NEEDS AND PRACTICES SURVEY RESULTS**

The Workforce Training and Education Coordinating Board recently completed its biennial survey of Washington State employers regarding workforce training needs and practices. This tab contains tables showing the current results and how the results compare to those reported two years ago.

The Workforce Board administered the survey during the summer and fall of 2003. The Association of Washington Business assisted with a transmittal letter encouraging employers to respond. Twenty-five percent of employers did respond, 2,968 employers, a good response rate for a mass mail survey of this length, and an increase from a 19 percent response rate two years ago. The margin of error is 1.8 percent at the 95 percent confidence level. This means that if the survey were conducted many times, 95 percent of the time the results would fall within the range + or - 1.8 percent of the results reported here.

Most of the questions ask employers about their workforce training needs and practices during the previous 12 months. This was a time that the state economy was in recession. Not surprisingly, fewer employers reported hiring new employees and having difficulty finding qualified job applicants compared to previous survey results. Fifty-five percent of firms reported hiring new employees in the last 12 months (compared to 65 percent two years ago) and of those firms attempting to hire, 45 percent reported difficulty finding qualified job applicants (compared to 60 percent two years ago). While fewer employers reported shortages of skilled labor compared to past results, the shortages still affected a large number of firms. Extrapolating from the survey results, an estimated 120,000 Washington firms had difficulty finding qualified job applicants during the previous 12 months.

While the extent of the skilled labor shortage declined, other results show patterns similar to those found by earlier surveys. The shortage of vocationally training workers at the sub-baccalaureate level still affects more firms than the shortage of workers at any other educational level. The skills that employers report the greatest difficulty finding in job applicants remain occupational-specific skills, such as they wanted to hire an emergency room registered nurse and could not find one that was qualified. After occupational-specific skills, the skills most difficult to find are communication skills, good work habits, and the ability to solve problems.

The next steps will be to write-up and publish the results, including results by Workforce Development Area and more detailed breakdowns by industry.

**Board Action Requested:** None. For discussion purposes only.



**FINAL SAMPLE SIZE  
AND MARGIN OF ERROR**

<b>WDC Area Distribution</b>	<b>Cleaned Sample Frame</b>	<b>Completed Surveys</b>	<b>% Complete</b>	<b>Margin of Error (%)</b>
Benton Franklin	880	253	29	6.2
Eastern	875	258	29	6.1
King	1,158	256	22	6.1
North Central	938	246	26	6.3
Northwest	1,008	238	24	6.4
Olympic	846	217	24	6.8
Pacific MT	1,024	259	25	6.1
Pierce	1,012	229	23	6.5
Snohomish	1,063	261	25	6.1
Southwest	1,000	246	25	6.3
Spokane	1,039	252	24	6.2
Tri-County	952	253	27	6.2
1-4 Employees	2,616	543	21	4.2
5+ Employees	9,179	2,425	26	2
<b>ALL</b>	<b>11,795</b>	<b>2,968</b>	<b>25%</b>	<b>1.8%</b>

*Note: Data collection took place from August 14 through November 21, 2003.*

Number of Valid Responses By WDC and Firm Size	Firm Size				WDC Count
	1-4 Employees	5-19 Employees	20-99 Employees	100 or more Employees	
Benton Franklin	51	99	71	32	253
Eastern	65	93	76	24	258
King	39	37	80	100	256
North Central	60	81	63	42	246
Northwest	33	75	77	53	238
Olympic	47	86	48	36	217
Pacific Mountain	36	78	70	75	259
Pierce	40	67	78	44	229
Snohomish	44	74	79	64	261
Southwest	37	84	71	54	246
Spokane	43	72	81	56	252
Tri-County	47	94	64	48	253
Statewide	542	940	858	628	2,968

*Note: Response Rate for 2003 survey is 25 percent compared with 19 percent for 2001 survey. Universe = 211612*

**Number of Responses by WDC and Industries**

Number of Responses by WDC and Industries																								
Agriculture-Food						F.I.R.E. Trans. Wrhs. Util. Gov.						Services						Trade				All Industries in WDC		
WDC NAME	2001		2003		2001		2003		2001		2003		2001		2003		2001		2003		2001		2003	
	2001	2003	2001	2003	2001	2003	2001	2003	2001	2003	2001	2003	2001	2003	2001	2003	2001	2003	2001	2003	2001	2003	2001	2003
Benton Franklin	9	29	14	42	0	11	2	35	25	48	75	50	60	38	185	253								
Eastern	11	31	10	34	3	20	9	34	56	54	93	47	44	38	226	258								
King	40	53	9	28	45	33	61	59	29	32	67	32	29	19	280	256								
North Central	11	44	19	21	0	22	6	40	30	36	78	46	51	37	195	246								
Northwest	13	42	27	32	10	21	11	33	27	33	73	42	37	35	198	238								
Olympic	8	28	21	23	7	21	7	37	25	31	85	45	44	32	197	217								
Pacific Mountain	20	41	9	28	10	23	11	31	27	63	67	46	35	27	179	259								
Pierce	10	35	14	14	5	22	16	59	19	26	60	26	44	47	168	229								
Snohomish	13	38	11	24	8	27	18	58	16	33	63	30	38	51	167	261								
Southwest	8	28	17	37	9	28	19	44	26	34	67	42	57	33	203	246								
Spokane	17	44	17	33	12	18	19	44	17	35	82	38	54	40	218	252								
Tri-County	11	42	18	22	5	15	7	60	29	33	61	44	58	37	189	253								
Statewide	171	455	186	338	114	261	186	534	326	458	871	488	551	434	2405	2,968								

*Q1. Percent of firms by WDC area that hired new employees in the last 12 months (All Firms).*

WDC Name	Percent	N	Total Number of Firms in WDC
Benton Franklin	63	3,690	5,858
Eastern	51	3,330	6,542
King	52	37,328	71,651
North Central	62	5,884	9,449
Northwest	53	8,208	15,350
Olympic	50	5,882	11,699
Pacific Mountain	53	8,290	15,707
Pierce	58	10,818	18,798
Snohomish	56	8,685	15,465
Southwest	56	7,552	13,550
Spokane	60	9,042	15,118
Tri-County	63	5,934	9,456
Statewide	55	114,643	208,644

*Question: In the last 12 months, did your firm/organization have any difficulty finding qualified applicants for any of the jobs you were trying to fill?*

<b>Q3. Among Firms Looking, Percent With Difficulty</b>	<b>Percent</b>		<b>Number of Firms Attempting to Hire</b>	
	<b>2001</b>	<b>2003</b>	<b>2001</b>	<b>2003</b>
Benton Franklin	61	44	4,576	3,777
Eastern	54	53	4,467	3,690
King	71	54	52,509	41,998
North Central	42	45	6,258	6,626
Northwest	43	46	10,359	8,282
Olympic	61	56	8,812	5,972
Pacific Mountain	69	38	10,342	8,898
Pierce	54	30	14,684	11,241
Snohomish	61	42	11,035	9,036
Southwest	45	28	8,034	7,958
Spokane	47	41	11,408	9,050
Tri County	51	46	7,205	6,572
Statewide	60	45	149,690	123,102

*Question: How did your firm/organization respond to the difficulty finding qualified applicants?*

<b>Q4. Responses to the difficulty finding qualified applicants</b>	<b>Firms Having Difficulty</b>		<b>All Firms</b>	
	<b>2001</b>	<b>2003</b>	<b>2001</b>	<b>2003</b>
a) Did not fill the opening	48%	41%	17%	9%
b) Hired a less qualified person	67%	62%	24%	13%
c) Outsourced the work/service	25%	28%	8%	5%
d) Increased overtime for employees	56%	50%	18%	10%
e) Increased recruiting efforts	72%	72%	24%	15%
f) Increased wages to attract applicants	46%	34%	15%	7%

*Question: In general, how much difficulty has your firm/organization experienced in the last 12 months finding qualified applicants with the different education levels listed below?*

Q6. Percent of Employers With Much Difficulty or Some Difficulty In Finding Qualified Applicants by Educational Level	Firms Attempting To Hire At That Level		All Firms	
	2001	2003	2001	2003
Neither a high school diploma or GED	29%	19%	6%	2%
High school diploma or GED	37%	24%	11%	4%
Some college course work	67%	35%	16%	5%
Vocational certificate	83%	53%	18%	8%
Vocational associate degree	83%	67%	13%	8%
Academic associate degree	79%	60%	12%	5%
Baccalaureate degree	81%	68%	13%	6%
Master's, doctoral, or professional degree	91%	68%	9%	3%

*Question: How much difficulty has your firm/organization had finding employees with the following skills?*

Q7. Firms reporting difficulty finding workers with the following skills	Firms Had Difficulty		All Firms	
	2001	2003	2001	2003
a) Reading skills	39%	38%	13%	8%
b) Writing skills	64%	63%	22%	14%
c) Math skills	66%	62%	22%	14%
d) Occupation-specific skills	91%	91%	33%	21%
e) Computer skills	68%	72%	18%	14%
f) Team work skills	76%	75%	28%	16%
g) Problem solving or critical thinking skills	88%	87%	31%	18%
h) Communication skills	84%	83%	30%	20%
i) Positive work habits and attitudes	84%	83%	31%	21%
j) Ability to accept supervision	72%	69%	26%	16%
k) Ability to adapt to changes in duties and responsibilities	82%	79%	29%	17%



*Question: Which of the following has resulted from your firm's difficulty in finding qualified applicants?*

<b>Q8. Economic impact of having difficulty in finding qualified applicants</b>	<b>Firms Had Difficulty</b>		<b>All Firms</b>	
	<b>2001</b>	<b>2003</b>	<b>2001</b>	<b>2003</b>
a) Lowered overall productivity	63%	69%	25%	16%
b) Reduced product or service quality	56%	56%	22%	13%
c) Reduced production output or sales	63%	70%	24%	16%
d) Prevented firm from expanding its facilities	36%	31%	14%	8%
e) Prevented firm from developing new products/services	33%	31%	13%	7%
f) Caused firm to move some operations out of Washington	3%	4%	1%	1%

*Question: How will your firm's need for employees with each type of education change in the next few years? (All Firms)*

<i>Q9. Educational Level</i>	<b>Increase</b>		<b>Stay about the same</b>		<b>Decrease</b>	
	<i>2001</i>	<i>2003</i>	<i>2001</i>	<i>2003</i>	<i>2001</i>	<i>2003</i>
Neither a high school diploma or GED	10%	12%	75%	70%	15%	18%
High school diploma or GED	19%	17%	75%	77%	6%	6%
Some college course work	31%	27%	68%	70%	2%	3%
Vocational certificate	38%	35%	59%	64%	3%	2%
Vocational associate degree	32%	30%	65%	68%	3%	2%
Academic associate degree	25%	30%	73%	68%	2%	2%
Baccalaureate degree	30%	34%	68%	64%	2%	2%
Master's, doctoral or professional degree	27%	24%	70%	68%	3%	8%

*Question: In the last three years, have the skills required to adequately perform production or support jobs increased, decreased, or remained the same?*

Q10. For All Firms	Ag. Food	Construction	High Tech	Manufacturing	Services	Trade	F.I.R.E. Trans. Wrhs. Util. Gov.	All Industries
Increase	33%	46%	64%	40%	49%	47%	52%	48%
Stay Same	62%	45%	33%	55%	46%	49%	45%	47%
Decrease	3%	10%	2%	4%	4%	4%	3%	4%

*Question: In the last three years, has the percentage of your employees who received classroom training, workshops, or seminars of some kind increased, decreased, or remained the same?*

Q14 For All Firms	Ag. Food	Construction	High Tech	Manufacturing	Services	Trade	F.I.R.E. Trans. Wrhs. Util. Gov.	All Industries
Increase	40%	41%	34%	28%	41%	39%	45%	41%
Stay Same	53%	54%	51%	59%	55%	58%	49%	55%
Decrease	6%	5%	15%	13%	4%	3%	5%	4%

***Percent of Employers That Provided Various Trainings for at Least Four Hours, or Had a Tuition Reimbursement Program, or a Written Plan for on-the-Job Training, in the Last 12 Months***

Industry Practice in Job-Related Training for Employees	Classroom Training, Workshop, Seminar			Tuition Reimbursement		On-the-Job Training Was in a Written Plan or an Agreement (Q26)	
	For Adv. in Workplace Practices (Q16) (Q20)	for Basic Skills (Q21)	in Job-Specific Skills (Q22)	for Any Employee (Q24) (Q25)	Restricted to Job-Related Training Only (Q25)		
Ag. Food	37%	63%	15%	85%	41%	86%	42%
Construction	43%	59%	7%	84%	29%	92%	40%
High Tech	55%	49%	12%	78%	63%	81%	53%
Manufacturing	35%	68%	10%	74%	53%	82%	27%
Services	63%	68%	8%	80%	34%	92%	45%
Trade	58%	60%	18%	56%	32%	65%	56%
TELE, Trans, Wats, Util. Gov.	73%	78%	18%	85%	37%	77%	53%
All Industries	59%	67%	13%	74%	35%	80%	49%

Question: Please indicate whether or not your firm/organization is using any of the practice listed below.

Q31. High Performance Practice	Ag. Food	Construction	High Tech	Manufacturing	Services	Trade	F.I.R.E. Trans. Wrhs. Util. Gov.	All Industries
a) Self-managed work teams	49%	66%	73%	38%	51%	36%	49%	47%
b) Cross training	92%	80%	94%	84%	81%	90%	85%	85%
c) Job-sharing or flextime program	16%	15%	55%	15%	19%	20%	26%	21%
d) Job rotation	42%	45%	37%	29%	15%	39%	28%	28%
e) Link compensation to performance	56%	56%	80%	55%	57%	62%	57%	59%
f) Regular meetings between managers/ supervisor and workers	71%	60%	63%	55%	66%	65%	85%	68%
g) Total Quality Management or Continuous Quality Improvement Program	26%	27%	41%	31%	24%	30%	38%	29%
h) Benchmarking	50%	48%	45%	42%	50%	40%	56%	47%
i) Just-in-time inventories	30%	28%	41%	40%	20%	32%	6%	24%
j) Peer review of performance	34%	29%	41%	31%	37%	45%	42%	39%
k) Quality circles	8%	11%	26%	10%	6%	15%	4%	10%

*Question: We would like to know if anyone in your firm hired in the last 12 months attended or was trained by one of the following institutions or programs?*

<b>Q32. Training Institutions or Programs</b>	<b>Percent of All Firms</b>		<b>Estimated Number of Firms</b>	
	<b>2001</b>	<b>2003</b>	<b>2001</b>	<b>2003</b>
a) High school vocational educational programs	15%	17%	30,200	17,752
b) Community or technical college vocational educational programs	26%	32%	50,300	33,426
c) Workforce Investment Act, Workforce Development, or WorkSource programs	6%	8%	11,100	7,824
d) Private vocational/technical schools	16%	14%	32,000	14,545
e) Apprenticeship programs	9%	8%	17,900	8,123
f) Adult basic skills classes such as GED and English as a Second Language	8%	9%	15,100	9,139

## Definition of Industry Sectors Used in the Survey

<b>SIC</b>	<b>INDUSTRY NAME</b>	<b>MAJOR SUB GROUPS (at 2 Digit SIC)</b>
01	Agriculture-Food	AGRICULTURAL PRODUCTION CROPS
02	Agriculture-Food	AGRICULTURAL PRODUCTION LIVESTOCK
07	Agriculture-Food	AGRICULTURAL SERVICES
08	Agriculture-Food	FORESTRY
09	Agriculture-Food	FISHING, HUNTING, AND TRAPPING
20	Agriculture-Food	FOOD AND KINDRED PRODUCTS
10	Construction	METAL MINING
12	Construction	COAL MINING
13	Construction	OIL AND GAS EXTRACTION
14	Construction	NONMETALLIC MINERALS, EXCEPT FUELS
16	Construction	HEAVY CONSTRUCTION, EX. BUILDING
17	Construction	SPECIAL TRADE CONTRACTORS
28	High Tech	CHEMICALS AND ALLIED PRODUCTS
35	High Tech	INDUSTRIAL MACHINERY AND EQUIPMENT
36	High Tech	ELECTRONIC AND OTHER ELECTRIC EQUIPMENT
38	High Tech	INSTRUMENTS AND RELATED PRODUCTS
48	High Tech	COMMUNICATION
73	High Tech	BUSINESS SERVICES
87	High Tech	ENGINEERING AND MANAGEMENT SERVICES
22	Manufacturing	TEXTILE MILL PRODUCTS
23	Manufacturing	APPAREL AND OTHER TEXTILE PRODUCTS
24	Manufacturing	LUMBER AND WOOD PRODUCTS
25	Manufacturing	FURNITURE AND FIXTURES
26	Manufacturing	PAPER AND ALLIED PRODUCTS
27	Manufacturing	PRINTING AND PUBLISHING
28	Manufacturing	CHEMICALS AND ALLIED PRODUCTS
29	Manufacturing	PETROLEUM AND COAL PRODUCTS
30	Manufacturing	RUBBER AND MISC PLASTICS PRODUCTS
31	Manufacturing	LEATHER AND LEATHER PRODUCTS
32	Manufacturing	STONE, CLAY, AND GLASS PRODUCTS
33	Manufacturing	PRIMARY METAL INDUSTRIES
34	Manufacturing	FABRICATED METAL PRODUCTS
35	Manufacturing	INDUSTRIAL MACHINERY AND EQUIPMENT
37	Manufacturing	TRANSPORTATION EQUIPMENT
39	Manufacturing	MISCELLANEOUS MANUFACTURING INDUSTRIES
41	Other	LOCAL AND INTERURBAN PASSENGER TRANSIT
42	Other	TRUCKING AND WAREHOUSING
44	Other	WATER TRANSPORTATION
45	Other	TRANSPORTATION BY AIR
46	Other	PIPELINES, EXCEPT NATURAL GAS
47	Other	TRANSPORTATION SERVICES
49	Other	ELECTRIC, GAS, AND SANITARY SERVICES
60	Other	DEPOSITORY INSTITUTIONS
61	Other	NONDEPOSITORY INSTITUTIONS

<b>SIC</b>	<b>INDUSTRY NAME</b>	<b>MAJOR SUB GROUPS (at 2 Digit SIC)</b>
62	Other	SECURITY AND COMMODITY BROKERS
63	Other	INSURANCE CARRIERS
64	Other	INSURANCE AGENTS, BROKERS, & SERVICE
65	Other	REAL ESTATE
67	Other	HOLDING AND OTHER INVESTMENT OFFICES
70	Services	HOTELS AND OTHER LODGING PLACES
72	Services	PERSONAL SERVICES
73	Services	BUSINESS SERVICES
75	Services	AUTO REPAIR SERVICES AND PARKING
76	Services	MISCELLANEOUS REPAIR SERVICES
78	Services	MOTION PICTURES
79	Services	AMUSEMENT AND RECREATION SERVICES
80	Services	HEALTH SERVICES
81	Services	LEGAL SERVICES
82	Services	EDUCATIONAL SERVICES
83	Services	SOCIAL SERVICES
84	Services	MUSEUMS, BOTANICAL, ZOOLOGICAL GARDENS
86	Services	MEMBERSHIP ORGANIZATIONS
87	Services	ENGINEERING AND MANAGEMENT SERVICES
89	Services	SERVICES, NEC
50	Trade	WHOLESALE TRADE DURABLE GOODS
51	Trade	WHOLESALE TRADE NONDURABLE GOODS
52	Trade	BUILDING MATERIALS & GARDEN SUPPLIES
53	Trade	GENERAL MERCHANDISE STORES
54	Trade	FOOD STORES
55	Trade	AUTO DEALERS AND SERVICE STATIONS
56	Trade	APPAREL AND ACCESSORY STORES
57	Trade	FURNITURE AND HOMEFURNISHING STORES
58	Trade	EATING AND DRINKING PLACES
59	Trade	MISCELLANEOUS RETAIL

Note: Boeing was grouped in Manufacturing rather than High Tech.



# **TAB 4**

**WASHINGTON STATE  
WORKFORCE TRAINING AND EDUCATION COORDINATING BOARD  
MEETING NO. 95  
JANUARY 29, 2004**

**BOEING 7E7 DREAMLINER PACKAGE**

**Background**

On December 16, 2003, Boeing announced that Washington State was the best place to build the 7E7 Dreamliner. Selling the state's workforce system as a single, unified entity with economic development was key in the contract award.

The purpose of this tab is to share background information regarding the 7E7 package and, in particular, the workforce commitments.

The workforce team for the winning Boeing 7E7 proposal, including the Workforce Training and Education Board, Employment Security Department, State Board for Community and Technical Colleges, and Community Trade and Economic Development will continue to work together to be responsive to the employer needs and innovations as defined in the proposal.

# Washington State—Home of the 7E7 Dreamliner

*"This should be a sign to companies all over the world that we are open for business in a way we have never been before. The tireless efforts of the 'Action Washington' team proved to be an unparalleled success."*

Governor Gary Locke  
December 16, 2003



**T**HE ACTION WASHINGTON team developed a winning proposal ensuring that Washington will remain the center of commercial aircraft manufacturing. The Boeing Company agreed—Washington state is the best place to build the 7E7 Dreamliner.

Washington's winning bid means that Washington citizens will benefit from the thousands of direct and indirect jobs created by Boeing, its suppliers, and the many businesses that provide products and services to Boeing employees.

Washington's proposal included a number of elements that will contribute to the success of the 7E7 Dreamliner program and the partnership forged between Washington state and Boeing.

## Improving Washington's Business Climate

Reflecting Washington's improved business climate, Washington prepared a package for Boeing, its suppliers, and many other businesses in the state that would reduce the cost of doing business in the state:

- **A tax reduction package for the aerospace industry** that includes a reduction in the B&O rate; sales and use tax exemption for computer hardware and software; a B&O tax credit for engineering, design, testing, and computer equipment purchases; a B&O credit for property taxes; and a sales tax exemption for construction of new buildings. Some elements of HB 2294 took effect upon signing the Memorandum of Agreement on December 19, 2003. The first phase of the B&O tax reduction contained in HB 2294 will take effect October 1, 2005. The full benefits will be realized by July 1, 2007, provided Boeing has begun production of the 7E7 by that time.
- **Changes in unemployment insurance** will improve equity for all of Washington's companies and reduce overall costs of the unemployment insurance system.
- **Changes in workers' compensation** will provide greater certainty and lower cost.

## The Best Aerospace Workforce in the World

The state of Washington, in partnership with the aerospace industry, will develop a state-of-the-art workforce development program to ensure that a highly skilled workforce can meet the production and assembly needs of the Boeing 7E7 Dreamliner business model. This program will include:

- **Designation of a Workforce Development Coordinator** representing the public workforce development agencies who will serve as the single point of contact between Boeing, the aerospace industry and the public partners.
- **Establishing an Aerospace Futures Board** comprised of Boeing and other stakeholders to agree to the strategy and plan for implementation of a comprehensive workforce recruitment and training program and facility for the 7E7 final assembly. An Executive Director will staff the Board and oversee program implementation, working closely with the state workforce development coordinator and team.
- **Development of an Employment Resource Center (ERC)** with state-of-the-art equipment to house the workforce development programs for the Boeing 7E7 Dreamliner and its suppliers. The 40,000 square foot ERC will be located less than 10 minutes from the final assembly site. Boeing and its suppliers will have exclusive use of the ERC for the 7E7 program for the first five years of operation. Thereafter, the facility will revert to public use.
- **An Aerospace Manufacturing Degree Program** will be established by the State Board for Community and Technical Colleges in consultation with Boeing. Boeing will use its standard application process to consider the graduates of this two-year program for the 7E7 Dreamliner workforce.

### 7E7 Dreamliner Workforce Development Timeline

Quarter	Project
1Q 2004	Workforce Coordinator Appointed (within existing state resources)
2Q 2004	Aerospace Futures Board Created and Executive Director Hired (within existing state resources)
2Q 2004-4Q 2005	Develop Detailed Timeline and Program Workplan for Approval by Board
4Q 2005-4Q 2006	Project Design Completed and Pre-Employment Preparation Started
4Q 2005	Employment Resource Center Fully Operational
4Q 2006-2Q 2007	Training of Employees

### **Program Development and Operational Costs**

<b>Funding</b>	<b>Source</b>
\$2 M	Wagner-Peyser*
\$5 M	Workforce Investment Act*
\$1 M	Job Skills Program*
\$4-6 M	'05-07 General Fund Appropriation
\$12-14 M	Total

\*Existing dollars allocated through Executive Authority

### **Employment Resource Center**

<b>Funding</b>	<b>Source</b>
\$1 M	Community Economic Revitalization Board*
\$3 M	U. S. Economic Development Administration*
\$6 M	'04 Reed Act Appropriation
\$10 M	Total

\*Application to be filed

## **Large Cargo Freighter Program**

By using modified 747s to transport the large 7E7 subassemblies from the manufacturing facilities to the final assembly site, the time each shipset is in transit is reduced from 30 days to one day. Boeing estimates a 20 to 40 percent savings over traditional costs.

The state will not purchase, modify, operate, or finance any part of the large cargo freighters. However, the Action Washington proposal included an offer of a facilitation role and program management to further explore, define and determine the best economic model, and assist with the startup activities of the LCF program.

The Department of Community, Trade and Economic Development, as lead agency for the state's bid proposal, undertook extensive research of, and discussions with, firms experienced in both aircraft modification and air cargo with the assistance of an outside firm, Deloitte Consulting.

It is estimated that a total of \$4.6 million is necessary for the facilitation and program management function offered by the state. This work is highly complex and it is envisioned that CTED would contract with an outside firm with the necessary expertise to carry out this function. The cost estimate is based on the numbers of hours spent in research and investigation of the industry and development of a proposal, multiplied over

the course of the Design and Development Phase of the LCF program over the next 18 months.

Funding	Facilitation and Program Management Function
\$4.6 M	'04-05 Supplemental General Fund Appropriation

## Transportation Improvements

Washington state offered Boeing improvements to road access that provide sufficient capacity to meet the company's needs for freight and worker mobility. Funding for these projects was made available by the Legislature's 2003 Transportation Revenue package. These improvements include:

- Auxiliary lanes on I-5 between 41<sup>st</sup> Street and US 2.
- HOV lane in each direction on I-5, extending the system that presently terminates just south of SR 526 to Marine View Drive in Everett.
- Widening of SR 527 to five lanes between 112<sup>th</sup> Street to 132<sup>nd</sup> street.

The state also agreed to expedite the SR 527 improvements by one year, to complete the widening by late 2005. The state has also agreed to seek expedition of the construction of the I-5 HOV lanes to the maximum extent feasible. The state has agreed to work with Boeing to evaluate the localized transportation needs at facility entrances.

## Mukilteo Barge Dock

The 2003-05 Washington State Capital Budget provided \$15.5 million for improvements at the Port of Everett Satellite Rail Barge Facility. Though not specific to Boeing, these improvements will streamline the transportation of component parts not flown in via a large cargo freighter. These funds will be combined with investments by the Port of Everett to complete the needed barge and rail improvements.

## Communication and Coordination

Washington will work side-by-side with Boeing to ensure that the 7E7 Dreamliner project is executed on schedule. The state will provide a single point of contact to Boeing to coordinate and facilitate communication between Boeing and all federal, state and local government agencies and other partners. An overall project coordination role will be performed by CTED. In addition, coordinators have been designated by their respective agencies in the following areas: transportation, workforce, environmental permitting, permitting, and local jurisdiction.

<b>Funding</b>	<b>Facilitation and Program Management Function</b>
\$335,100	CTED Project Coordination and Management (January 2004-ongoing)
\$250,000	Phase Two Proposal Cost (July-December 2003)
\$ 30,000	Economic Impact Analysis (EIS)
\$615,100	Total

## Summary

Governor Locke and the Washington State Legislature took most of the actions needed to win the 7E7 Dreamliner in the 2003 legislative session. However, additional funding is required to fulfill the state's commitment to Boeing as agreed to in the Memorandum of Agreement signed by the parties on December 19, 2003.

### Additional Funding Needs

<b>Funding</b>	<b>Source</b>	<b>Project</b>
\$6 Million	'04 Reed Act Appropriation	Employment Resource Center
\$4-6 Million	'05-07 General Fund Appropriation	Workforce Training Operations
\$615,100 • \$335,100 • \$250,000 • \$ 30,000	'04-05 Supplemental General Fund Appropriation	Phase Two Proposal Development and Implementation Phase Project Management, Facilitation, and EIS expenditures incurred by CTED
\$4.6 Million	'04-05 Supplemental General Fund Appropriation	LCF Facilitation and Management
\$15.2-17.2 Million	Total	

## Attachment A: 7E7 Dreamliner Project Coordinators

State/Local Coordinator	Responsibility
Project Coordinator	Oversees coordination between and among Boeing, the state and local partners regarding the needs and requirements of the 7E7 Dreamliner final assembly site.
Everett Coordinator	Acts as a single point of contact and will be responsible for coordinating the performance of all of the city's and county's commitments.
Environmental Permit Coordinator	Coordinates with and advises Boeing with respect to the preparation, obtaining, and renewals of all environmental permits that may be required by the project. Facilitates and monitors all permitting processes relating to environmental laws on an expedited basis and in accordance with all applicable laws.
Permit Coordinator	Coordinates with and advises Boeing with respect to the preparation and obtaining of all permits (other than those relating to environmental laws) that may be required by Boeing with any facet of the 7E7 Dreamliner including building and construction permits for Boeing, its suppliers and any of its contractors, vendors or agents. Facilitates and monitors all permitting processes (other than those relating to environmental laws) on an expedited basis and in accordance with all applicable laws. Performs all other functions and duties as set forth in Section 43.157.005 et seq. of the RCW.
Tax, Commitment & Incentives Coordinator	Coordinates with and advises Boeing in all matters relating to taxes within the state, whether statewide or local in nature, including matters of compliance, and obtaining all exemptions, abatements and credits for which Boeing may be eligible under applicable law. Applies for and pursues all grants for which Boeing may be eligible either directly or through a public party acting as a conduit. Ensures and oversees the public parties' compliance with the commitments set forth in Article IV of the Memorandum of Agreement.
Transportation Infrastructure Coordinator	Acts as a single point of contact and will be responsible for coordinating all road, rail, port and airport transportation matters between and among the state, Boeing, and other partners and service vendors involved in such activities.
Workforce Development Coordinator	Acts as a single point of contact and will be responsible for coordinating all workforce development matters including, but not limited to, training and recruiting between and among the state, Boeing, AFB, WTECB, ESD, CTC, CTED and training service vendors.
747-400 Large Cargo Freighter (LCF) Coordinator	Acts as a single point of contact and will be responsible for coordinating all matters relating to the development and operation of the LCF and all aspects between and among the state, Boeing, and other partners and service vendors involved in such activities.

**For more information, please contact:**

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# **TAB 5**

**WASHINGTON STATE  
WORKFORCE TRAINING AND EDUCATION COORDINATING BOARD  
MEETING NO. 95  
JANUARY 29, 2004**

***High Skills, High Wages 2004: Process for Gaining Stakeholder Input***

The paper included in this tab provides information on the process for updating the state strategic plan for workforce development, *High Skills, High Wages 2004*. It outlines the process for obtaining stakeholder input for the 2002 update, and a process for obtaining stakeholder input for the 2004 update. A list of stakeholder work groups is included.

**Board Action Requested:** None. For discussion purposes only.

## **2004 Update of Washington State's Strategic Plan for Workforce Development "High Skills, High Wages"**

### **Overview**

State statutes require the Workforce Board to update the state strategic plan every two years. The plan was last updated in 2002. The Board reviewed the workplan for the 2004 update at the September Board meeting (attached). This paper outlines a process for eliciting guidance and feedback from workforce development stakeholders, and provides some initial ideas for changes.

### **Background**

For the 2002 update the Workforce Board created work groups that included representatives from public and private educational institutions, labor, professional associations, community-based organizations, state and local government, and employers. Two new work groups provided guidance for ensuring the plan added emphasis on youth and target populations (people of color, people with disabilities, and women). Three virtual work groups provided feedback for the first three goals of the plan, and Employment Security Department staff provided input for the update of the fourth goal.

Workforce Board staff provided work group members with demographic and economic information, as well as their research on innovative workforce policies to assist members in making recommendations for changes to the plan. Subsequent to these recommendations, staff redrafted the last chapter of the plan: "Our Agenda for Action" that outlined workforce development goals, objectives and strategies. Two public feedback sessions in Western and Eastern Washington provided an opportunity for a wider group of stakeholders to comment on this amended agenda. Staff made changes according to the public feedback before publishing the final plan.

### **Proposed Process for Stakeholder Involvement for 2004 Plan**

When evaluating the process for the 2002 chapter "Our Agenda for Action," some work group members felt there was too much information to read. In order to refine a process for the update of "Our Agenda for Action," staff will provide virtual work groups with proposed changes up front and provide rationale for these changes using recent research, or program results. This would save group members' time but would not preclude any additional suggestions. As this process occurred only two years ago, it would help to focus members on areas that need attention rather than revisiting every issue.

### **Initial Suggestions for Changes to "Our Agenda for Action":**

The 2004 plan will update all chapters including those on the economy; labor force demographics; the workforce development system; and performance accountability. Since the 2002 plan involved a significant overhaul of the last chapter of the plan, "Our Agenda for Action" that contains the goals, objectives, and strategies for action, it is not expected that there will be major changes.

Possible areas of change:

- Narrative should provide a greater sense of the link to economic development.
- Review strategies under “wage progression” to reflect new research.
- Rework fourth goal’s language to make it more accessible and current.
- Update language to reflect changes that have already happened in the last few years, e.g., include “transfer” in the articulation strategy, progress on career guidance, etc.
- Review strategies addressing adult literacy and basic skills.
- Career pathways need more attention, including K-12 to postsecondary career, charter initiative, and employability/work place readiness.

### **Work Groups**

The virtual work groups will be:

- Goal 1: Closing the Skills Gap
- Goal 2: Incumbent and Dislocated Worker Training
- Goal 3: Wage Progression for Low-Income
- Goal 4: Integration of Services
- Youth
- Target Populations

Each of the work groups will have representatives of employers, labor, professional association, educational institutions, community-based organizations, relevant state and local government entities, and will be diverse. Using electronic technology, there is really no barrier to inclusion. Draft papers will be posted on the agency’s website and promoted in the newsletter.

**Workplan for the 2004 Update to  
“High Skills, High Wages”**

**Ongoing:** Workforce Board staff review the workforce development literature for new ideas and new data.

**October:** Paper on the changing labor force completed for the conference.

**November - January:** The Workforce Development Council (WDC) directors assign a committee to work on the plan update with the Board and the WDC’s Interagency Committee representative. Workforce Board staff review WDC strategic plans and add or refine state-level objectives and strategies for the update. Workforce Board staff reconvene the workgroups from 2000 and 2002 electronically for the purpose of providing input. These workgroups were on youth, target populations and the four goals in the plan. Depending on progress on Workforce Investment Act (WIA) reauthorization, the Performance Management for Continuous Improvement workgroup begins to review the accountability chapter for the update.

**January:** Board discussion of the process for updating “Our Agenda for Action.”

**March:** Staff paper completed on the current state of Washington’s economy and the implications for workforce development. Workforce Board staff writes first draft of update. Interagency Committee and WDC Committee reviews first draft and provide feedback. Board discusses draft at March meeting and approves a draft for purpose of public review.

**April:** Draft plan is widely shared electronically and presented at two or more public meetings in order to receive comments.

**May:** Workforce Board staff prepares final draft. Interagency Committee and WDC Committee reviews final draft.

**June:** Board adopts the 2004 state plan.

**July – September:** Plan published/distributed in various formats/media.

# **TAB 6**

**WASHINGTON STATE  
WORKFORCE TRAINING AND EDUCATION COORDINATING BOARD  
MEETING NO. 95  
JANUARY 29, 2004**

**WORKFORCE DEVELOPMENT COUNCIL RECERTIFICATION CRITERIA**

According to the Workforce Investment Act (WIA) the Governor, in partnership with the state Board, must establish criteria for use by chief local elected officials (CLEOs) for appointment of members of the local workforce development councils (WDCs) (WIA Sec. 117 (b)(1)).

The Governor must certify WDCs every two years (WIA Sec. 117(c)(2)(A)). In late 1999, the Governor adopted the Board's recommendations on local council membership and appointment criteria, and certified all 12 WDCs in June 2000. In early 2002, the Governor adopted the Board's recommended criteria for council recertification and recertified the WDCs in June 2002. Current WDC certifications end on June 30, 2004.

The Board should complete its recommendations to the Governor on council recertification criteria at its January 29, 2004, meeting in order to provide sufficient time for CLEOs to complete their work in appointing council members.

WIA requires governors to recertify a local council if the council satisfies the appointment criteria established by the governor and if the local council has met local WIA Title I-B performance measures (WIA Sec. 117(c)(2)(B)). A council fails to meet the performance measures only if it fails to achieve an average of 80 percent of its performance targets on the core indicators for two consecutive years. No WDC in Washington State has failed this performance test.

The Governor adopted the following WDC membership criteria for 2000 and 2002 certification:

- (1) The CLEOs in the local area may choose to appoint either a new council that satisfies the membership requirements of WIA Sec. 117(b), or a council that satisfies the pre-existing alternative entity requirements of WIA Sec. 117(i).
- (2) Business members must include at least 3 representatives of businesses with substantial employment and at least 3 representatives of small businesses employing fewer than 50 employees. Local business organizations and associations must nominate individuals and the CLEOs must appoint members from among the nominees.
- (3) There must be at least three representatives of labor. The central labor councils must nominate individuals and the CLEOs must appoint members from among the nominees.
- (4) There must be at least two representatives of K-12 education and at least two representatives of postsecondary education. Local education agencies, institutions, or organizations must nominate representatives. The CLEOs must appoint members from among the nominees.
- (5) There must also be at least one member who represents each of the following:
  - The state's public vocational rehabilitation agency
  - Public assistance agencies
  - Economic development agencies

- Community-based organizations
  - The public employment services.
- (6) If any of the membership criteria requires a change in the membership categories represented on a pre-existing entity or in the charter of a pre-existing entity, per Department of Labor (DOL) rule (661.330), then that criteria is null and void for that entity.

The House of Representatives passed H.R. 1261 to reauthorize WIA on May 8, 2003. The Senate passed S. 1627 on November 5, 2003. Committee staff expect that a Conference Committee will convene to negotiate a final bill in early 2004. H.R. 1261 and S. 1627 change membership requirements for local WDCs. The proposed bills **eliminate the requirement** for one-stop partner programs to have seats on the local council. Both bills add new seats specifically for superintendents of local schools, presidents of postsecondary education institutions, and administrators of adult education programs. H.R. 1261 would add a seat for a representative of a faith-based organization. Depending on the content of the final bill and the DOL regulations, the Board may need to revisit the issue of WDC membership criteria in the future.

In addition to council membership, a second policy issue regards program operation. Under WIA, a WDC and its staff may operate one-stop centers or deliver WIA Title I-B direct (core or intensive) services only with the agreement of the Governor and the area's CLEOs (WIA Sec. 117(f)(2)). In 2000 and again in 2002, the Governor specified that CLEOs may decide if a WDC and its staff can provide WIA Title I-B core or intensive services or be the one-stop center operator.

Two years ago, the Board adopted a motion that stated:

That the Workforce Training and Education Coordinating Board advise the Governor to make no changes at this time in the appointment criteria for the membership of local workforce development councils, and the Board advise the Governor to make no change at this time in the policy permitting chief local elected officials discretion as to whether or not the local council or its staff may operate a one-stop center or administer WIA Title I-B core or intensive services. The Board shall reassess these recommendations in two years in order to ensure that State policies best enable local councils to fulfill their leadership role for the local workforce development system.

The recertification process provides an opportunity for the Board and the Governor to reconsider appointment criteria for WDCs and to reconsider state policies on WDC direct services. The materials behind this tab provide background information on the issue of WDC program operations.

**Board Action Required:** Adoption of the recommended motions.



## **RECOMMENDED MOTIONS**

**WHEREAS,** Under the Workforce Investment Act (WIA), the Governor must establish criteria that chief local elected officials will use to appoint Workforce Development Council members and the Governor must certify councils that satisfy the criteria;

**WHEREAS,** The Governor must certify one local Workforce Development Council in each Workforce Development Area of the state every two years and current certifications of the local councils end in June 2004; and

**WHEREAS,** One of the roles of the Workforce Training and Education Coordinating Board is to advise the Governor on appointment criteria for the certification and recertification of local Workforce Development Councils.

**THEREFORE BE IT RESOLVED,** That the Workforce Training and Education Coordinating Board advise the Governor to make no changes in the appointment criteria for the membership of local Workforce Development Councils.

**WHEREAS,** Best organizational structure for One-Stop operations and WIA Title I-B service delivery depends on local circumstances; and

**WHEREAS,** Workforce Development Areas have created a variety of organizational structures to fit local circumstances; and

**WHEREAS,** There is no consistent relationship between local area organizational structure and operational or strategic results; and

**WHEREAS,** It would be very disruptive and involve considerable expense in time and other resources for the state to require all Workforce Development Councils to contract out direct service delivery and the operation of One-Stop Centers.

**THEREFORE BE IT FURTHER RESOLVED,** That the Workforce Training and Education Coordinating Board advise the Governor to make no change in the policy permitting chief local elected officials discretion as to whether or not a Workforce Development Council or its staff may operate a One-Stop Center or deliver WIA Title I-B core or intensive services or deliver WIA Title I-B youth services.

## **Background Information on the Workforce Investment Act Program Operation**

Under the Workforce Investment Act (WIA), workforce development councils (WDCs) and their staff may operate one-stop centers or deliver WIA Title I-B direct core or intensive services only with the agreement of their governor and chief local elected officials (CLEOs) (WIA Sec. 117(f)(2)). The House and Senate bills to reauthorize WIA do not change this provision.

Florida, Connecticut, Pennsylvania, and Oregon are examples of states where governors chose to restrict local councils and their staff from operating one-stop centers or delivering WIA Title I-B direct core or intensive services. Missouri, Colorado, and Washington are examples of states where governors leave this WIA operations decision to the discretion of the CLEOs.

Some of the arguments on both sides of this issue are:

### **Arguments for Mandatory Separation**

WDCs should maintain a clear focus on strategic planning and accountability. When staff for a council also operate programs, the WDC's attention can be diverted away from strategic planning and toward service delivery. When council staff have a vested interest in the reported performance of a program because the staff also operate the program or when the WDC is the WorkSource operator, the ability of a council to hold programs accountable for improving performance is affected. To be effective as strategic planning bodies, WDCs must be, and must be perceived to be, neutral between programs. This is difficult to achieve when staff to the WDC is responsible for operating one or more of the programs—the WDC can be seen more as the service delivery body for WIA Title I-B, rather than as the body that coordinates policy planning and service delivery for all workforce development programs in the area. If the WDC were the one-stop operator in an area and there was poor performance, would it decertify itself and choose another operator?

### **Arguments Against Mandatory Separation**

The best organizational structure depends on local circumstances and should be left to the discretion of the local workforce development area as under current state policy. For example, rural areas may not have the organizational capacity for separate staff to support WDCs and to provide all the services that should be offered through the WorkSource system. What is the problem that requires fixing by a change in this policy? Program performance has been strong. Washington was just one of 16 states that recently received a federal incentive award for performance across the workforce development system. The WDCs just completed updating local strategic plans that demonstrated their ability to perform this strategic function and WDCs may find WIA Title I-B revenues useful in performing their strategic functions. Separating staffing functions could entail substantial costs, particularly in time spent away from performing the functions of WDCs and WIA Title I administration. These costs could have negative impacts on customers. The separation of functions did not appear as a problem in the recent Board assessment of system building.

## **Local Organizational Structures in Washington**

WIA directs CLEOs in a workforce development area to execute an agreement that specifies the respective roles of the individual CLEOs for WIA purposes (WIA Sec. 117(c)(1)(B)).

WIA designates the CLEOs as the local WIA Title I-B grant recipient. In order to assist in the administration of the WIA grant funds, the CLEOs may designate an entity to serve as a local grant recipient for such funds or as the local fiscal agent (WIA Sec. 117(d)(3)(B)(i)(II)).

CLEOs in 5 areas in Washington State designated a unit of public government (county government in 4 areas and an inter-local public entity in 1 area) to be the grant recipient and fiscal agent. CLEOs in seven areas designated a private non-profit agency to serve this role.

WDCs, with the agreement of the CLEOs, are responsible for selecting One-Stop Operators (WIA Sec. 117(d)(2)(A)). The One-Stop Operator may be a public or private entity, or a consortium of entities of demonstrated effectiveness located in the local area (WIA Sec. 121(d)(2)(B)). An operator's role may range between simply coordinating service providers within a One-Stop center to being the primary provider of services within the center (20 CFR 662.400(c)).

In five areas, the local councils and their area CLEO's, selected the entity that employs WDC staff to serve as the One-Stop Operator. In two areas, a consortium of entities including the employer of WDC staff, is the One-Stop Operator. In the remaining five areas, the area council selected other agencies such as the Employment Security Department, Department of Social and Health Services, Department of Vocational Rehabilitation, community action agencies, and private non-profit agencies. Please refer to the WDC administrative structure summaries under this tab for more detail about the roles of One-Stop Operators in each area.

### WIA Youth Services

The councils are also responsible for selecting organizations to provide WIA youth services. This must be done through a competitive process and be based on the recommendations of its advisory Youth Council. The councils use multiple contractors. In four areas, the councils include the agency that employs WDC staff as one of its WIA youth service providers.

### WIA Training Services

Training vouchers, called Individual Training Accounts (ITAs), cover part of tuition costs making it possible for WIA eligible adults and dislocated workers to receive training in programs listed on the state's Eligible Training Provider (ETP) list. With no exceptions, all 12 WDCs contract all ITA training funds to eligible training vendors.

### WIA Core and Intensive Services

WIA core services include orientation to the resources within a one-stop center, initial assessment of skill needs, provision of labor market and career planning information, and job search assistance. Intensive services include comprehensive assessments of skill levels and service needs, individual counseling and career planning, and development of an individual employment plan.

As can be seen on the WDC administrative structure summaries under this tab, councils in Washington State select a wide range of public and private non-profit organizations to deliver WIA core and intensive services. In six areas, the councils include the entity that employs WDC staff as one of its WIA providers of core and intensive services.

The five organizational charts under this tab demonstrate the variety of organizational structures to accommodate urban, rural, and community circumstances.

**WASHINGTON STATE  
WORKFORCE TRAINING AND EDUCATION COORDINATING BOARD  
MEETING NO. 95  
JANUARY 29, 2004**

**STATE WORKFORCE BOARD PROCESS FOR CERTIFYING  
LOCAL WORKFORCE DEVELOPMENT COUNCILS**

The Workforce Investment Act requires governors to certify local area councils every two years. Current council certifications end on June 30, 2004. Chief local elected officials (CLEOs) will be asked to apply for council recertification by March 31, 2004. Each application will identify members appointed by CLEOs to serve on their area council for a period beginning July 1, 2004.<sup>1</sup> It is the role of the Board to determine if the applications meet the Governor's membership criteria for council certification and to recommend approval to the Governor. It is proposed that the Board employ a committee to act on its behalf for the 2004 process.

**Certification Timetable**

Step No. 1. Similar to the process used in 2000 and 2002, a Board subcommittee is appointed by the chair.

Step No. 2. **March 31, 2004.** Council certification applications are due to the Board.

Step No. 3. **April 1 through April 11, 2004.** Staff to the Board will review council certification applications paying close attention as to whether local council appointments correspond with the Governor's criteria for membership. Staff will obtain clarification of any questions, and staff will prepare summary briefs to assist in the Board's review.

Step No. 4. **April 14, 2004.** Council certification applications and staff summary briefs are sent to all Board members.

Step No. 5. Conference calls for committee in the **second half of April 2004.** All Board members are encouraged to offer their comments or concerns to Board staff or committee members prior to the conference calls. At the conclusion of the conference call, committee members will vote to recommend to the Governor approval for local council certifications. If the committee decides not to approve an application it is returned to the designated CLEOs. In the event of a tie, the subcommittee will refer the application to the full Board for resolution.

Step No. 6. The full Board will meet on **April 27, 2004.** The committee will report to the full Board of the committee's recommendation.

Step No. 7. By **May 16, 2004,** the Governor is informed of the Board's recommendations. The Governor's office will review the Board's advice and the Governor will then notify the CLEOs of his decision. All notifications should be made by June 30, 2004.

**Board Action Required:** Adoption of the recommended motion.

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<sup>1</sup> Business and labor members whose term on a Council has not expired on June 30, 2004, do not need to be re-nominated by the appropriate nominating entity. CLEOs will need to ask the appropriate nominating entity to re-nominate any business or labor member whose current term ends on or before June 30, 2004, if the member seeks to serve for another term.

## **RECOMMENDED MOTION**

**WHEREAS**, One of the functions of the Workforce Training and Education Coordinating Board as the state Workforce Investment Board under the Workforce Investment Act is to assist the Governor in the recertification of the Workforce Development Councils; and

**WHEREAS**, Board members should establish a process on how to manage its review of applications for Workforce Development Council certification.

**THEREFORE BE IT RESOLVED**, That the Workforce Training and Education Coordinating Board approve the proposed process and timeline.

# **WORKFORCE DEVELOPMENT COUNCIL ADMINISTRATIVE, OVERSIGHT, AND SERVICE DELIVERY STRUCTURES**

<b>WDC</b>	<b>Name of organization that employs the WDC director and WDC staff.</b>	<b>Names of the organizations serving as One-Stop Operators.</b>	<b>Names of organizations serving as WIA Adult, Youth, and Dislocated Worker program contractors/service providers.</b>	<b>Does the WDC select the WIA Adult and Dislocated Worker vendors or is this delegated to the WorkSource Operator?</b>	<b>Is the employer of the WDC staff one of the WIA Adult and Dislocated Worker Program contractors/service providers?</b>	<b>Is the employer of the WDC staff one of the WIA Youth Program contractors/service providers?</b>
Olympic Consortium	Kitsap County	Kitsap County	SEE ATTACHED	Workforce Development Council and Olympic Consortium Board	NO	NO
Pacific Mountain	Thurston County	Thurston County (PMWC)	SEE ATTACHED	Workforce Development Council and Local Elected Officials	YES Adult and Dislocated Worker Programs	NO
Northwest	Northwest Workforce Development Council	Northwest Workforce Development Council	SEE ATTACHED	Northwest Workforce Development Council and Local Elected Officials	YES Adult and Dislocated Worker Programs	YES
Snohomish	Snohomish Workforce Development Council	Employment Security Dept. Social and Health Services	SEE ATTACHED	Workforce Development Council	NO	NO
Seattle-King	Seattle-King County Workforce Development Council	Operator Consortium: Employment Security, King County, Division of Vocational Rehab, Pacific Associates and YMCA	SEE ATTACHED	Workforce Development Council or Executive Committee	NO	NO
Pierce	Tacoma-Pierce County Employment and Training Consortium	Tacoma-Pierce County Employment and Training Consortium and Employment Security	SEE ATTACHED	Workforce Development Council and Local Elected Officials	YES Adult and Dislocated Worker Programs	YES

# WORKFORCE DEVELOPMENT COUNCIL ADMINISTRATIVE, OVERSIGHT, AND SERVICE DELIVERY STRUCTURES

WDC	Name of organization that employs the WDC director and WDC staff.	Names of the organizations serving as One-Stop Operators.	Names of organizations serving as WIA Adult, Youth, and Dislocated Worker program contractors/service providers.	Does the WDC select the WIA Adult and Dislocated Worker vendors or is this delegated to the WorkSource Operator?	Is the employer of the WDC staff one of the WIA Adult and Dislocated Worker Program contractors/service providers?	Is the employer of the WDC staff one of the WIA Youth Program contractors/service providers?
Southwest	Southwest Washington Workforce Development Council	Employment Security, Arbor Employment and Training, Lower Columbia Community Action Agency	SEE ATTACHED	Southwest Washington Workforce Development Council	NO	NO
North Central	Skill Source	Employment Security	SEE ATTACHED	Workforce Development Council and Local Elected Officials	YES Adult and Dislocated Worker Programs	YES
Tri-County	Yakima County	Yakima County, Employment Security, People for People	SEE ATTACHED	Workforce Development Council and Local Elected Officials	YES Dislocated Worker Program	NO
0. Eastern Washington	Rural Resources Community Action	Rural Resources Community Action, Employment Security	SEE ATTACHED	Workforce Development Council and Board of Local Elected Officials with the assistance of an independent consultant	YES Adult Program	YES
1. Benton-Franklin	Benton-Franklin Workforce Development Council	Benton-Franklin Workforce Development Council	SEE ATTACHED	Workforce Development Council	NO	NO
2. Spokane	City of Spokane	Employment Security	SEE ATTACHED	Workforce Development Council and Local Elected Officials	NO	NO



# OLYMPIC CONSORTIUM WORKFORCE DEVELOPMENT AREA

**Counties Served: Clallam, Kitsap, and Jefferson**

## **ADMINISTRATIVE STRUCTURE**

An interlocal agreement by the County Commissioners representing Clallam, Jefferson, and Kitsap Counties (the Olympic Consortium Board) delegated the role of fiscal agent, grant recipient, and administrative entity to Kitsap County. Kitsap County is the employer of Workforce Investment Act (WIA) staff, including the staff who support the Council.

Kitsap County carries out the strategic planning, oversight, negotiation of performance, one-stop operator identification, selection and identification of eligible providers, and one-stop certification at the direction of the Council.

Generally, the local elected officials maintain the right to approve Workforce Development Council (WDC) actions related to budget, one-stop operators, designation of fiscal and/or administrative duties, and selection of service providers. The local elected officials work in partnership with the Council to develop and submit the local unified plan.

## **ONE-STOP SYSTEM**

One-Stop Operator(s)

- Kitsap County (Department of Personnel and Human Services)

Role of Operator

- One-stop system coordination
- One-stop center co-manager
- Lease holder for center facilities

## **WorkSource**

Center

- Bremerton
- Port Angeles

Manager/Coordinator

ESD, Kitsap County, and partners.  
ESD, Kitsap County, and partners.

Affiliates

- Jefferson (Hadlock)  
(ESD, Kitsap County, and partners.)

## **SERVICE PROVIDERS**

### Youth

- Education Services District 114 (Kitsap)
- NW Services Council (Clallam/Jefferson)

### Adult and Dislocated Worker

- Kitsap Community Resources
- Olympic Community Action Council
- ESD (Kitsap, Clallam Jefferson)
- Peninsula Community College
- Olympic Community College
- Kitsap Literacy Council

### Adult

- NW Services Council (Clallam/Jefferson)

## **PROCUREMENT**

At the direction of the Council, Kitsap County staff solicit proposals. The appropriate Council committees review and make recommendations on the proposals, which are forwarded to the full Council for its approval. The Council actions are submitted to the Olympic Consortium Board for final approval.

# **PACIFIC MOUNTAIN WORKFORCE DEVELOPMENT COUNCIL**

**Counties served: Thurston, Mason, Pacific, Grays Harbor, and Lewis**

## **ADMINISTRATIVE STRUCTURE**

An interlocal agreement among County Commissioners representing all of the above counties designated Thurston County as the grant recipient and fiscal entity. The Thurston County Department, Pacific Mountain Workforce Consortium (PMWC), administers the grant and is the employer of Workforce Investment Act (WIA) staff, including those who support the Council. Thurston County PMWC carries out its responsibilities through two Divisions: 1) Council and Administration and 2) Operations.

Thurston County PMWC is responsible for the strategic planning, oversight, negotiation of performance, one-stop operator identification, selection and identification of eligible providers, and at the direction of the Council, one-stop certification functions.

The Pacific Mountain Workforce Consortium and the Council continue to administer the WIA system in full partnership. Each partner has the opportunity to approve all policy, fiscal and administrative action. The local elected officials work in partnership with the Council to develop and submit the local unified plan.

## **ONE-STOP SYSTEM**

### **One-Stop Operator(s)**

- Thurston County (PMWC)

### **Role of Operator**

- One-Stop System Coordination
- Co-manage a one-stop center
- Core and Intensive Service Provider

### **WorkSource**

#### **Centers**

- Lewis
- Grays Harbor
- Pacific
- Mason

#### **Manager/Coordinator**

Employment Security Department  
Co-Managers WDC and ESD  
Employment Security Department  
Employment Security Department

### Affiliates

- Long Beach (ESD)
- Pacific Mountain (PMWC)
- Olympia (ESD)

## **SERVICE PROVIDERS**

### Youth

- Youth Program
- Community Youth Services
- Education Services District 113

### Adult

- Employment Security - Lewis County
- Employment Security - Mason County
- Employment Security - Grays Harbor and Pacific Counties
- Thurston County (PMWC) - Thurston County

### Dislocated Worker

- Employment Security - Lewis County
- Employment Security - Mason County
- Thurston County (PMWC) - Gray Harbor and Pacific Counties
- Employment Security - Thurston County

## **PROCUREMENT**

At the direction of the Council, Thurston County (PMWC) develops requests for proposals. The County utilizes individuals from entities outside the organization to independently review proposals and make recommendations to the appropriate committees of the Council. The full Council acts on the recommendations and forwards its recommendation to the local elected officials for final approval.

# **NORTHWEST WORKFORCE DEVELOPMENT COUNCIL**

**Counties Served: Whatcom, Skagit, Island, and San Juan**

## **ADMINISTRATIVE STRUCTURE**

An interlocal agreement among the chief local elected officials designated the Northwest Workforce Development Council (NWDC) as the grant recipient and fiscal entity. The NWDC is a non-profit organization and employer of Workforce Investment Act (WIA) staff.

The local elected officials, through a Consortium Committee, approve WDC actions related to budget, one-stop operators, designation of fiscal and/or administrative duties, and selection of service providers. The local elected officials work in partnership with the Council to develop and submit the local unified plan.

## **ONE-STOP SYSTEM**

One-Stop Operator(s)

- The Northwest WDC

Role of Operator

- One-Stop system coordination through management of MOU and local site Operating Agreements.
- Operational design and implementation of common products and processes managed through WorkSource-Northwest Partnership, which includes the WDC, Employment Security Department (ESD), Vocational Rehabilitation, Job Corps, Community and Technical Colleges, and others.
- Fiscal Agent and administrator of WIA funds.
- Core and Intensive Service Provider.

WorkSource

### Centers

- Whatcom
- Whidbey
- Skagit

### Manager/Coordinator

NWWDC  
NWWDC  
NWWDC

San Juan County (Friday Harbor) career center office (not yet certified as WorkSource Affiliate).

## **SERVICE PROVIDERS**

### Youth

- NWWDC
- Bellingham Technical College
- Skagit Valley College (includes Whidbey, Mount Vernon, and Friday Harbor Campuses)
- Whatcom Community College

Other subcontracts may be entered into with other entities, e.g., Pacific Northwest Trail Association, Whatcom Commission for Children and Youth - BEST SELF program, and Washington State Parks Department, or school districts to provide individual referrals, instructors, summer school classes, or supervisors for summer projects.

### Adult

- Bellingham Technical College
- Skagit Valley College (includes Whidbey, Mount Vernon and Friday Harbor campuses)
- Whatcom Community College
- NWWDC

### Dislocated Worker

- West Region Employment Security Department
- Bellingham Technical College
- Skagit Valley College (includes Whidbey, Mount Vernon, and Friday Harbor campuses)
- Whatcom Community College
- NWWDC

Note: Contracts for adults and dislocated workers are for adult basic and academic skills, pre-vocational services and specialized assessments.

## **PROCUREMENT**

Competitive Contract Process: An independent contractor (solicited through a request for quotes (RFQ) process) managed the procurement process for services in conjunction with the appropriate Council committee. The recommendations are then sent to the full Council for its approval.

Other providers of services are identified based on program need and availability of services in the local area.

# **SNOHOMISH COUNTY WORKFORCE DEVELOPMENT COUNCIL**

**County Served: Snohomish**

## **ADMINISTRATIVE STRUCTURE**

The Snohomish County Executive designated the Snohomish County Workforce Development Council (WDC) as the Workforce Investment Act (WIA) Title I grant recipient, fiscal agent, and administrative entity. The Snohomish WDC is a non-profit entity and the employer of WIA staff.

Generally, the local elected officials maintain the right to approve WDC actions related to budget, one-stop operators and designation of fiscal and/or administrative duties. The local elected officials work in partnership with the Council to develop and submit the local unified plan.

## **ONE-STOP SYSTEM**

### **One-Stop Operators**

- |                       |  |
|-----------------------|--|
| • WorkSource Everett  | Employment Security Department           |
| • WorkSource Lynnwood | Department of Social and Health Services |

### **Role of Operator**

- Manage center
- Coordination with affiliates

### **WorkSource**

#### Center

- Everett
- Lynnwood

#### Manager/Coordinator

Employment Security Department  
Department of Social and Health Services

#### Affiliates

- Aerospace Center (Targeted Affiliate)
- Youth Center (Targeted Affiliate)
- Sky Valley Connection (Enhanced self-service Site)

Additional pending applications include the following:

- ANEW/Snohomish WorkSource
- Apprenticeship Network (Targeted Affiliate)
- Lakewood/Arlington School Districts (Targeted Affiliate)
- Lake Stevens Family Center/CARC (self-service Site)

## **SERVICE PROVIDERS**

### Youth

- Center for Career Alternatives
- Lakewood School District
- Center for Career Alternatives
- Edmonds School District
- Employment Security Department

### Adult and Dislocated Worker Program Contractors

- Employment Security Department
- Department of Social and Health Services
- Edmonds Community College
- TRAC and Associates
- Apprenticeship and Nontraditional Employment for Women and Men

## **PROCUREMENT**

The Council solicits consortium applications and proposals. The appropriate Council committees review applications and proposals and forward recommendations to the full Council for approval.

The Council is currently reviewing the structure and responsibilities of One-Stop Center Site Operators. The procurement of WIA Title I-B Adult and Dislocated Worker Program services may change in the future as a result of the Council's decisions.



# SEATTLE-KING COUNTY WORKFORCE DEVELOPMENT COUNCIL

**County Served: King**

## ADMINISTRATIVE STRUCTURE

The Workforce Development Council of Seattle-King County is a private, non-profit organization.

An agreement signed by the Mayor of Seattle, King County Executive and WDC Chairperson designated the WDC as the grant recipient and fiscal agent for all Federal Workforce Investment Act funds and confers all responsibilities to the WDC of a Workforce Investment Board under the Act.

## ONE-STOP SYSTEM

One-Stop Operator(s)

- An Operator Consortium: Employment Security Department (ESD), King County, Division of Vocational Rehabilitation, Pacific Associates, and the YWCA.

Role of Operator

- One-stop system leadership and management
- System communication
- System quality

Different partners in the consortium have varying roles, which may include:

- One-stop system coordinator
- One-stop center facilitator
- Core and intensive service provider

WorkSource

### Centers

- Renton
- North Seattle
- Redmond

### Manager/Coordinator

King County  
ESD  
ESD

### Affiliates

- Auburn (ESD)
- Rainier (ESD)
- Bellevue Community College
- South Seattle Community College
- Downtown Seattle (RTC [changing])
- Park Lake (YWCA/KCHA)

## **SERVICE PROVIDERS**

### Youth

- City of Seattle
- King County Work Training Program
- YouthCare

### Adult

- FareStart
- Neighborhood House
- Washington Women's Employment & Education
- YWCA

### Adult and Dislocated Worker

- King County Work Training Program
- TRAC Associates
- Employment Security Department
- Pacific Associates
- Episcopal Diocese of Olympia

## **PROCUREMENT**

At the direction of the Council, staff solicits and reviews proposals. Relevant committees review proposals and make recommendations on successful bidders. The WDC Executive Committee will act on the recommendations and award contracts.

# **TACOMA-PIERCE COUNTY WORKFORCE DEVELOPMENT COUNCIL**

**County Served: Pierce**

## **ADMINISTRATIVE STRUCTURE**

An interlocal agreement between City and County elected officials formed the Tacoma-Pierce County Employment and Training Consortium (the Consortium) to serve as the grant recipient and fiscal entity. The Consortium is a separate legal entity and employs staff. It is governed by an Executive Board of four local elected officials and the Chair of the Workforce Development Council (WDC), which is staffed by the Consortium Executive Director (CED). The Consortium carries out its responsibilities through three Divisions 1) Planning and Program Development, 2) Fiscal, and 3) Operations.

The Consortium supports the WDC in carrying out the strategic planning, oversight, negotiation of performance, selection and identification of eligible providers, and other related functions at the direction of the Council. Council members certify centers & affiliate sites.

Generally, the local elected officials maintain the right to approve WDC actions related to budget, one-stop operators, designation of fiscal and/or administrative duties, and selection of service providers. The local elected officials work in partnership with the Council to develop and submit the local unified plan.

## **ONE STOP SYSTEM**

### **One-Stop Operator(s)**

- A partnership of the Consortium and Employment Security

### **Role of Operators**

- One-Stop System Coordination
- Co-Manage a one-stop center
- Core and Intensive Service Provider

### **WorkSource**

#### Center

- Tacoma Pierce WorkSource

#### Manager/Coordinator

ESD/Consortium

### Affiliates

- Lakewood WorkSource
- Tacoma Community College
- Clover Park Technical College
- Pierce College Fort Steilacoom
- Bates Technical College
- VADIS
- Goodwill Industries
- Department of Corrections Community Justice Center
- Tacoma Community House

## **SERVICE PROVIDERS**

### Youth

- My Service Mind
- Centro Latino
- Goodwill
- Tacoma Community House
- VADIS
- The Consortium

### Adult

- Tacoma Community House
- The Consortium
- VADIS
- Goodwill

### Dislocated Workers

- The Consortium
- Employment Security Department

## **PROCUREMENT**

Based on direction of the Council, the Consortium solicits proposals. Relevant Council committee members review and select proposals, and make recommendations on successful bidders. The Council takes action on the recommendations and forwards to the local elected officials for final action.

In the case of youth services, the Operations unit of the Consortium submits a proposal to provide services in response to the competitive Request for Proposal.

# **SOUTHWEST WASHINGTON WORKFORCE DEVELOPMENT COUNCIL**

**Counties Served: Clark, Skamania, and Whakiakum**

## **ADMINISTRATIVE STRUCTURE**

An interlocal agreement among the four county-elected officials designated Clark County as the grant recipient. Clark County designated the Workforce Development Council (WDC) as the administrative and fiscal agent for the area. The WDC is a non-profit entity and the employer of Workforce Investment Act (WIA) staff, which includes staff who provide support to the Council.

The Southwest Washington WDC is responsible for strategic workforce development planning, WIA program administration and oversight, one-stop oversight and certification, linkage of economic development, coordination of employer services, staff support to the Council and the development and distribution of resources.

## **ONE STOP SYSTEM**

### **One-Stop Operators**

Through December 2003, a partnership of one-stop partners was the designated One-stop Operator. In January 2004, as the result of a competitive process conducted in the fall of 2003, three one-stop center operators were designated:

- Employment Security Department (ESD)
- Arbor Employment and Training
- Lower Columbia Community Action Council (LCCAC)

### **Role of Operators**

- One-Stop system coordination and operation

### **WorkSource**

#### Centers

- WorkSource Vancouver Town Plaza
- Cowlitz (Whakiukum East) Kelso
- Cowlitz (Whakiukum West) Longview

#### Manager/Coordinator

Arbor E&T in  
collaboration with ESD  
ESD  
LCCAC

The two WorkSource providers for Cowlitz and Wahkiakum counties have committed to re-locating their operations into a single integrated center as soon as an adequate facility can be identified and made ready, likely sometime in 2005. At that time a single operator for that area will be designated.

#### Affiliates

- Lower Columbia Community College
- Stevenson WorkSource Affiliate
- Clark College

Revised affiliate certification criteria, which will include the requirement that an affiliate have a formal affiliation with a center, are under development.

### **SERVICE PROVIDERS**

#### Youth

- |                                     |                  |
|-------------------------------------|------------------|
| • Educational Services District 112 | Clark County     |
| • Educational Services District 112 | Cowlitz County   |
| • Employment Security               | Skamania County  |
| • Wahkiakum County                  | Wahkiakum County |

#### Adult and Dislocated Workers

- Arbor E&T for Clark County

#### Adult

- Lower Columbia Community Action Council for Cowlitz and Wahkiakum Counties.

#### Dislocated Workers

- Employment Security for Cowlitz and Wahkiakum Counties
- Employment Security for Skamania County

### **PROCUREMENT**

At the direction of the Council, staff solicit proposals. Relevant committees review proposals and make recommendations on successful bidders. The full Council gives the final approval.

# **NORTH CENTRAL WORKFORCE DEVELOPMENT COUNCIL**

**Counties Served:** Grant, Okanogan, Adams, Chelan, and Douglas,

## **ADMINISTRATIVE STRUCTURE**

An interlocal agreement of the county commissioners representing all counties designated SkillSource as the fiscal entity, grant recipient and administrative entity. It was also designated a provider of core and intensive services. SkillSource is a non-profit organization, with the Workforce Development Council (WDC) as its Board of Directors. SkillSource is the employer of WIA staff.

SkillSource carries out the strategic planning, oversight, negotiation of performance, one-stop operator identification, selection and identification of eligible providers, one-stop certification and other related functions.

Generally, the local elected officials maintain the right to approve WDC actions related to budget, one-stop operators, designation of fiscal and/or administrative duties, and selection of service providers. The local elected officials work in partnership with the Council to develop and submit the local unified plan.

## **ONE STOP SYSTEM**

### **One-Stop Operator**

- Employment Security Department (ESD)

### **Role of Operator**

- One-stop center coordinator

### **WorkSource**

#### Centers

#### Manager/Coordinator

- Okanogan County Omak      ESD

(A new Center is planned for Moses Lake in spring, 2004)

### Affiliates

- Wenatchee Valley College
- SkillSource
- Brewster Learning Center ESD
- Moses Lake ESD
- Mattawa Opportunities ESD and Big Bend Community College
- Wenatchee WorkSource ESD

## **SERVICE PROVIDERS**

### Youth

- Employment Security, Okanogan WorkSource
- Chelan Douglas Community Action Council
- SkillSource

### Adult

- Employment Security, Okanogan WorkSource
- SkillSource

### Dislocated Worker

- Employment Security, Okanogan WorkSource
- SkillSource

## **PROCUREMENT**

At the direction of the Council, SkillSource staff solicit proposals. Relevant committees review proposals and make recommendations on successful bidders. The Council takes action on the recommendations and forwards to the local elected officials for final action. Sole source contracts are let when there has been only one provider showing interest.

Note: Local elected officials designated SkillSource as a provider of core and intensive services.



# **TRI-COUNTY WORKFORCE DEVELOPMENT COUNCIL**

**Counties Served: Yakima, Kittitas, and Klickitat**

## **ADMINISTRATIVE STRUCTURE**

Representatives of County Commissioners for Yakima, Kittitas, and Klickitat Counties designated Yakima County as the grant recipient and fiscal entity. They also designated Yakima County Department of Employment and Training (DET) as the administrative entity and as a provider of dislocated worker services for Yakima County. Yakima County is the employer of Workforce Investment Act (WIA) staff. The Council is not incorporated and does not hire staff.

Yakima County DET carries out the strategic planning, oversight, negotiation of performance, one-stop operator identification, selection and identification of eligible providers, one-stop certification, and other related functions as directed by the Council.

Generally, the local elected officials maintain the right to approve Workforce Development Council (WDC) actions related to budget, one-stop operators, designation of fiscal and/or administrative duties, and selection of service providers. The local elected officials work in partnership with the Council to develop and submit the local unified plan.

## **ONE STOP SYSTEM**

### **One Stop Operator(s)**

- Operators: Employment Security Department (ESD) for Yakima and Klickitat Counties, and People for People for Kittitas County

### **Role of Operators**

- With LEO approval, The Tri-County Workforce Council coordinates the one-stop system, under the direction of the Council's sub committee, WorkSource Oversight Committee. The membership of the Oversight Committee includes the WS operators, WS partners and other community associations and agencies.

### **WorkSource**

#### **Centers**

- Yakima
- Sunnyside
- Kittitas (Ellensburg)
- Columbia Gorge

#### **Manager/Coordinator**

ESD  
ESD  
People for People  
ESD

### Affiliates

- WorkSource Goldendale (ESD)
- Northwest Community Action Center

## **SERVICE PROVIDERS**

### Youth

- Employment Security - Klickitat, Columbia Gorge, Yakima Co.
- Northwest Community Action Center - Lower Yakima Co.
- OIC - Kittitas and Upper Yakima Counties

### Adult

- People For People - Kittitas
- Employment Security - Klickitat, Columbia Gorge

### Dislocated Worker

- People For People - Kittitas and Yakima Counties
- Employment Security - Klickitat, Columbia Gorge
- Yakima County (Department of Employment and Training) - Yakima

## **PROCUREMENT**

At the direction of Council Committees, Yakima County DET develops requests for proposals. The Committees review proposals and make recommendations to the full Council for its approval. The Council's recommendation is then forwarded to the local elected officials for final approval.

Note: The local elected officials designated Yakima County as a provider of dislocated worker services.

# **EASTERN WASHINGTON PARTNERSHIP WORKFORCE DEVELOPMENT COUNCIL**

**Counties Served:** Ferry, Pend Oreille, Garfield, Stevens, Columbia, Lincoln, Whitman, Asotin, and Walla Walla

## **ADMINISTRATIVE STRUCTURE**

The chief elected officials of Ferry, Pend Oreille, Garfield, Stevens, Columbia, Lincoln, Whitman, Asotin, and Walla Walla, and the Workforce Development Council (WDC) appointed Rural Resources Community Action as the Workforce Investment Act (WIA) Title I grant recipient and administrative entity. Rural Resources Community Action is a non-profit organization and employer of WIA staff, including staff that support the WDC. Rural Resources carries out its responsibilities through two divisions: 1) Administration and 2) Employment and Training, each with its own director.

Rural Resources Community Action is responsible for providing the Council staffing assistance for the Council's roles of strategic planning, oversight, negotiation of performance, one-stop operator identification, one-stop certification, and other related functions.

Generally, the local elected officials maintain the right to approve WDC actions related to budget, one-stop operators, designation of fiscal and/or administrative duties, and selection of service providers. The local elected officials work in partnership with the Council to develop and submit the Annual Plan.

The Council is not incorporated and does not hire staff.

## **ONE-STOP SYSTEM**

### **One-Stop Operator(s)**

- Rural Resources Community Action
- Employment Security Department

### **Role of Operator**

- One-stop administrative system coordination (RRCA)
- One-stop Center Management (ESD)

### **WorkSource**

#### Center

- Walla Walla

#### Manager/Coordinator

Employment Security Department

### Affiliates

- Blue Mountain Action Council,
- Colville WorkSource
- Rural Resources Community Action - Clarkston
- Clarkston Community Service Office
- WorkSource Pullman
- Walla Walla Community College
- Community Colleges of Spokane - IEL in Colville

## **SERVICE PROVIDERS**

Rural Resources Community Action provides adult and youth services in seven of the nine counties.

### Youth

- Blue Mountain Action Council
- Rural Resources

### Adult

- Blue Mountain Action Council
- Rural Resources

### Dislocated Worker

- WorkSource Walla Walla
- WorkSource Colville

## **PROCUREMENT**

The Council's Administrative Committee initially handles the procurement process with the assistance of an independent consultant who is not employed by Rural Resources. The committee reviews the proposals and presents its recommendations to the county commissioners and the full Council. These two bodies then make the final decision regarding the selection of service providers.

# **BENTON-FRANKLIN WORKFORCE DEVELOPMENT COUNCIL**

**Counties Served: Benton and Franklin**

## **ADMINISTRATIVE STRUCTURE**

A master agreement between Benton and Franklin County and the Workforce Development Council (WDC) specifies the WDC will serve as the grant recipient and administrative entity. The WDC is a non-profit entity and the employer of Workforce Investment Act (WIA) staff.

Generally, the local elected officials maintain the right to approve WDC actions related to budget, one-stop operators, designation of fiscal and/or administrative duties, and selection of service providers. The local elected officials work in partnership with the Council to develop and submit the local unified plan.

## **ONE-STOP SYSTEM**

One-Stop Operator(s)

- Benton Franklin WDC

Role of Operator

- Lead Manager/Facilitator of Partnership
- Manager of one center

WorkSource

Center

- Columbia Basin

Manager/Coordinator

WDC as a member of a multiple partner leadership team.

Affiliates

- None – partners are housed at the Center

## **SERVICE PROVIDERS**

Youth

- Columbia Industries
- Career Path Services
- Employment Security Department

### Adult

- Columbia Industries

### Dislocated Worker

- Employment Security Department

## **PROCUREMENT**

The Council has established a formal proposal review and contract award process in which an independent review panel makes recommendations to the appropriate Council committees which then forward recommendations to the Executive Committee for its final approval. Executive Committee membership includes the Chief LEO for each county.

# **SPOKANE AREA WORKFORCE DEVELOPMENT COUNCIL**

**County Served: Spokane**

## **ADMINISTRATIVE STRUCTURE**

An interlocal agreement between the City and the County established the Spokane City-County Employment and Training Consortium as the grant recipient. The City of Spokane is the employer of Workforce Investment Act (WIA) staff. The Administrative entity is the Spokane Area Workforce Development Council (WDC).

The Consortium is responsible for the strategic planning, oversight, negotiation of performance, one-stop operator identification, selection and identification of eligible providers, one-stop certification, and other related functions as directed by the Council.

Generally, the local elected officials maintain the right to approve WDC actions related to budget, one-stop operators, designation of fiscal and/or administrative duties, and selection of service providers. The local elected officials work in partnership with the Council to develop and submit the local unified plan.

## **ONE-STOP SYSTEM**

One-Stop Operator(s)

- Employment Security Department (ESD)

Role of Operator

- Center Administrator
- Manager of Center

WorkSource

Center

- Spokane

Manager/Coordinator

ESD

Affiliates

- Career Path Services
- Spokane Community College
- Center for School-to-Work
- Spokane Falls Community College
- Goodwill Industries

## **SERVICE PROVIDERS**

### Youth

- Career Path Services
- Educational School District #101
- Goodwill Industries of the Inland Northwest

### Adult

- Employment Security WorkSource Spokane
- Career Path Services

### Dislocated Worker

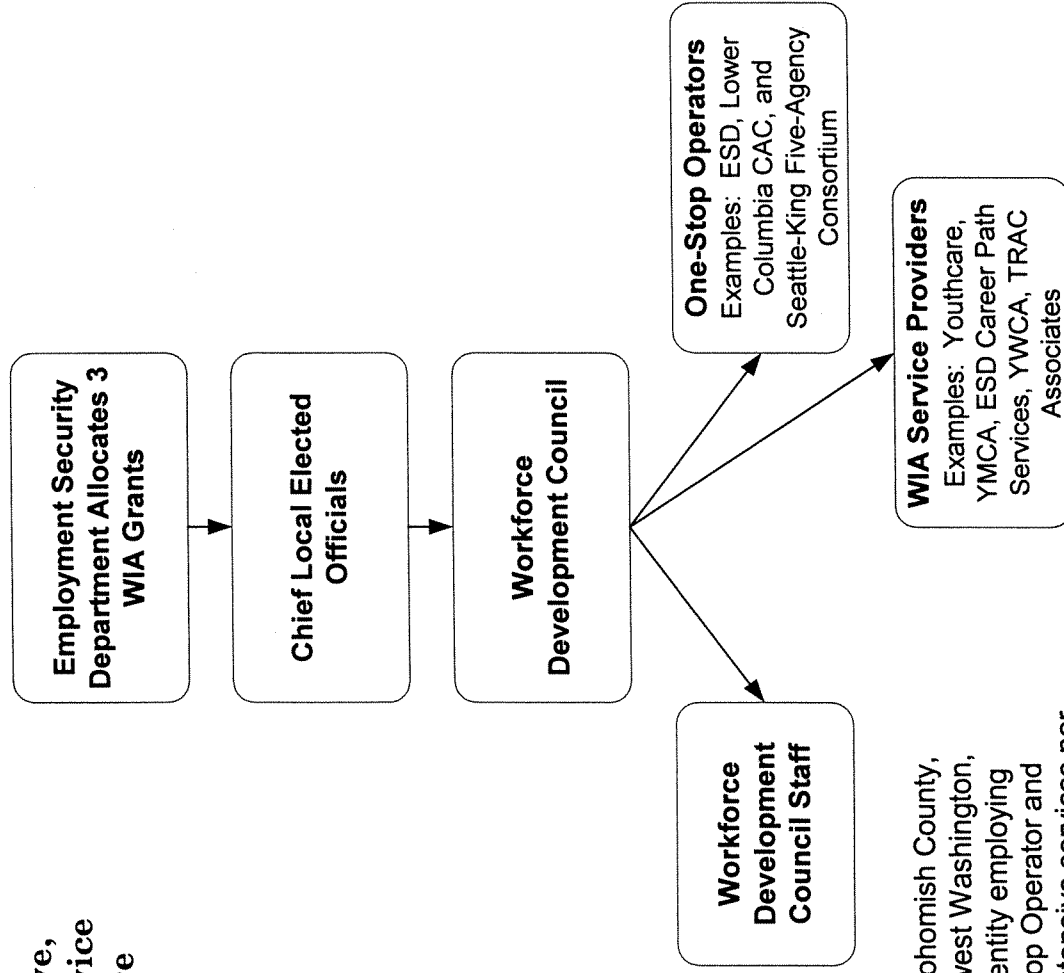
- Employment Security WorkSource Spokane
- Career Path Services

## **PROCUREMENT**

Based on direction of the Council, the Employment & Training Consortium solicits competitive proposals. Council members review, select, and approve proposals. Proposals are submitted to the local elected officials for final approval.

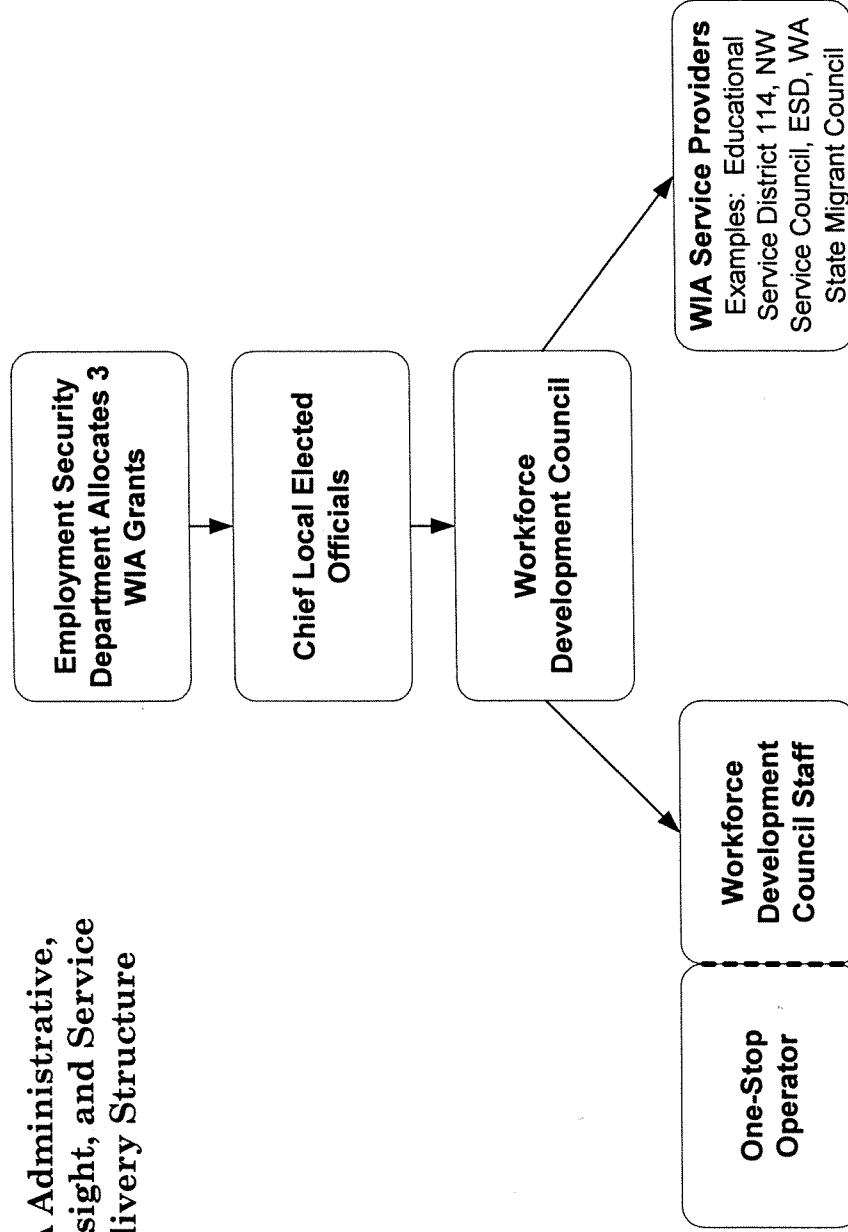


# WIA Administrative, Oversight, and Service Delivery Structure



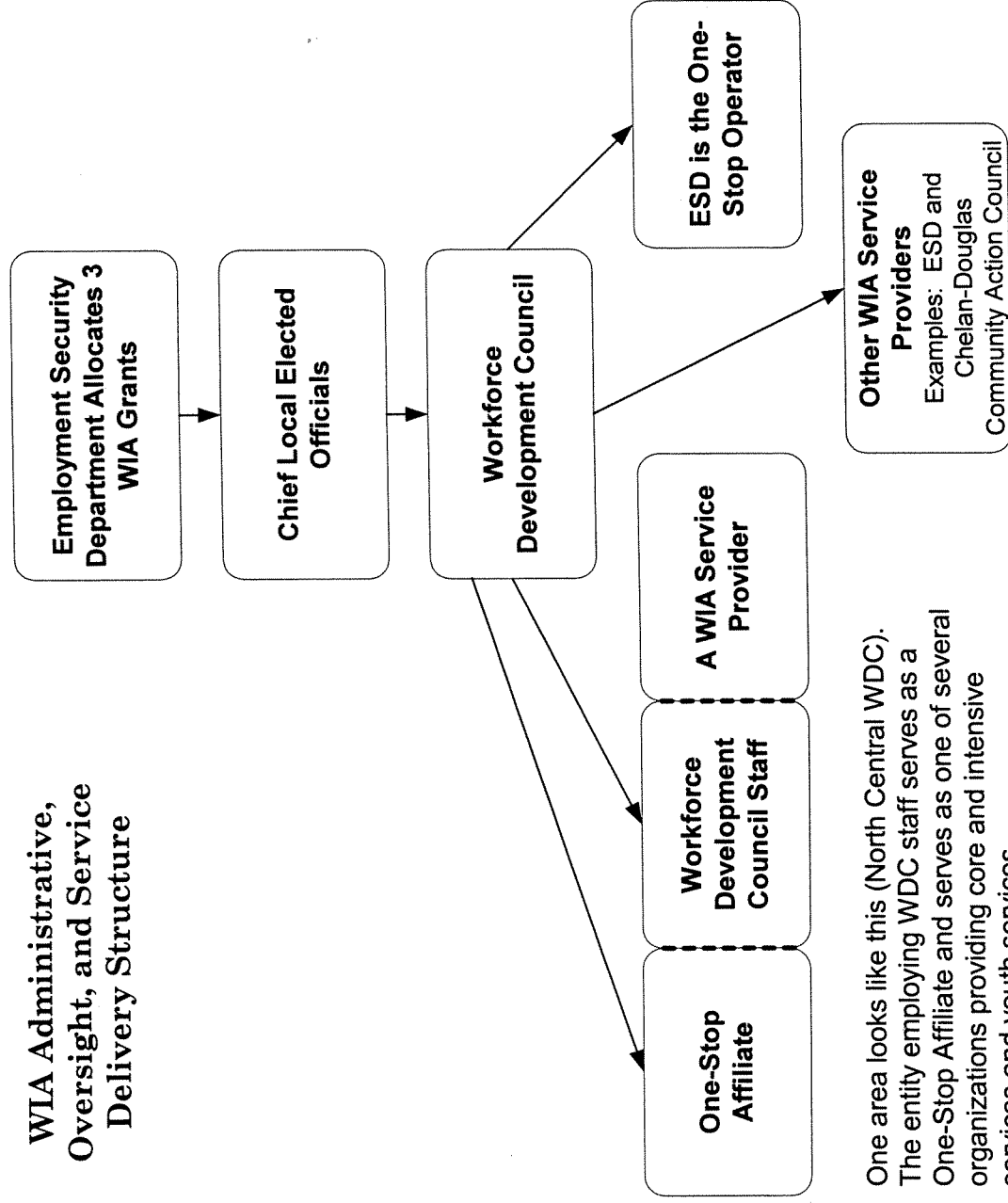
Four areas look like this (Snohomish County, Seattle-King County, Southwest Washington, and Spokane WDCs). The entity employing WDC staff is not the One-Stop Operator and does not provide core and intensive services nor youth services.

**WIA Administrative,  
Oversight, and Service  
Delivery Structure**



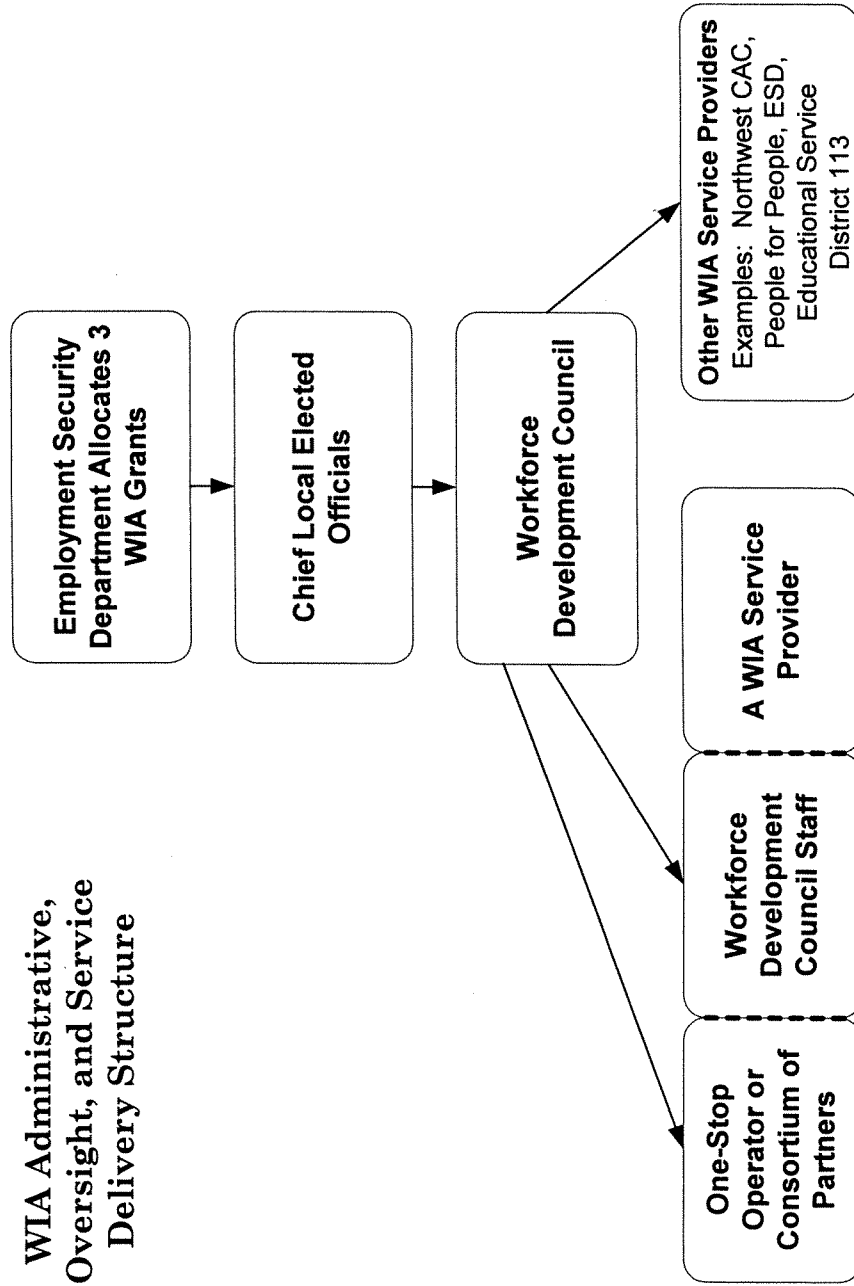
Two areas look like this (Benton-Franklin and Olympic WDCs). The entity employing WDC staff is the area's One-Stop Operator, but the entity does not provide core and intensive services nor youth services.

# WIA Administrative, Oversight, and Service Delivery Structure



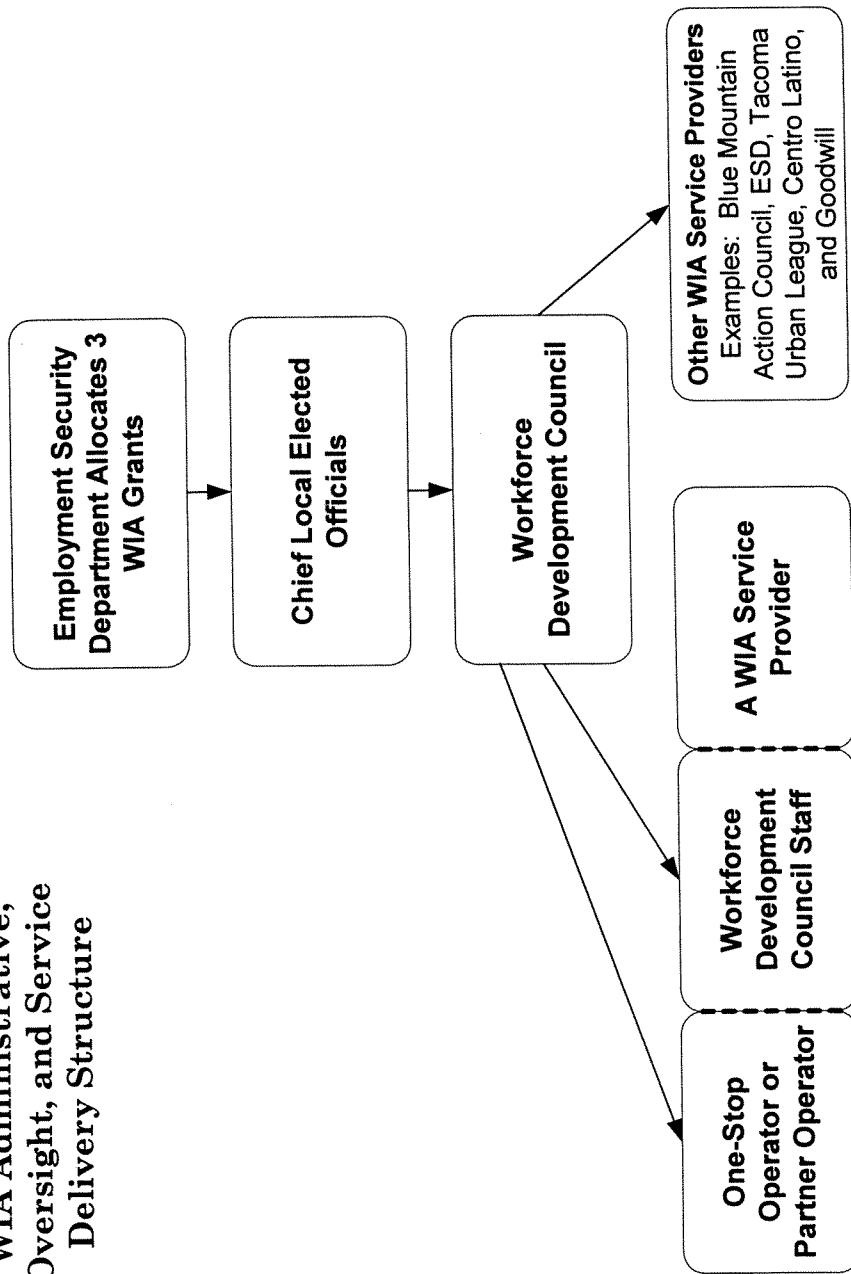
One area looks like this (North Central WDC). The entity employing WDC staff serves as a One-Stop Affiliate and serves as one of several organizations providing core and intensive services and youth services.

# WIA Administrative, Oversight, and Service Delivery Structure



Two areas look like this (Pacific Mountain and Tri-County WDC). The entity employing WDC staff serves as the One-Stop Operator (Pacific Mountain) or is a partner in a consortium of agencies (Tri-County). The entity delivers core and intensive services to adults and/or dislocated workers in only certain counties and does not deliver WIA youth services.

# WIA Administrative, Oversight, and Service Delivery Structure



Three areas look like this (Eastern Washington Partnership, Tacoma-Pierce County, and Northwest WDCs). The entity employing WDC staff serves as the One-Stop Operator with ESD and through a leadership team with other One-Stop partner agencies (Northwest), is a partner operator with ESD (Tacoma-Pierce), or serves as one of two One-Stop Operators (Eastern Washington Partnership). The entity is one of several organizations delivering core and intensive services and youth services.

# **TAB 7**

**WASHINGTON STATE  
WORKFORCE TRAINING AND EDUCATION COORDINATING BOARD  
MEETING NO. 95  
JANUARY 29, 2004**

**WIA TITLE I-B and CARL PERKINS VOCATIONAL AND TECHNICAL EDUCATION  
PERFORMANCE RESULTS ON THE STATE AND FEDERAL CORE INDICATORS**

This tab shows the third annual performance results on the core indicators for the Workforce Investment Act Title I-B and the Carl Perkins Vocational and Technical Education Act. The report shows the programs' baseline performance and most recent year's results, and compares the results against the performance targets adopted by the Workforce Board. The following table summarizes how the programs performed compared to the performance targets.

**Table 1**

<b>Performance Results as a Percent of Targets</b>			
<b>Program</b>	<b>Results Compared to Performance Targets</b>		
	<b>Federal Core Indicators</b>	<b>State Core Indicators</b>	<b>State and Federal Core Indicators</b>
<b>Workforce Investment Act Title I-B</b>			
Adults	105.1%	119.9%	112.5%
Dislocated Workers	100.7	122.9	111.8
Youth	104.9	122.0	113.5
Overall	103.6%	121.6%	111.1%
<b>Carl Perkins Vocational Education Act</b>			
Secondary Voc Ed	98.5%	110.4%	101.1%
Postsecondary Voc Ed	99.0	118.9	103.4
Overall	98.8%	114.7%	102.3%

**Board Action Requested:** None. For discussion purposes only.

# **Performance Results for WIA I-B and the Carl Perkins Vocational and Technical Education Act**

## **Workforce Investment Act (WIA) Title I-B PY02 Program Results**

Table 2 summarizes the performance results for WIA Title I-B for Program Year 2002. The date of program participation varies depending on the indicator. For most indicators, the results are based on participants who exited between October 1, 2001, and September 30, 2002.

**Table 2  
WIA Title I-B Performance Results**

<b>Federal Indicators</b>	<b>1997-98 Baseline</b>	<b>PY 2002 Target</b>	<b>PY 2002 Performance</b>	<b>Percent of Target</b>	<b>PY 2002 N of Cases</b>
Adult Entered Employment	74.0%	75.0%	80.7%	107.6%	1,948
Adult Employment Retention	82.0%	82.5%	83.8%	101.6%	1,968
Adult Earnings Gain	\$4,121	\$3,539	\$3,895	110.0%	1,952
Adult Employment and Credential	69.0%	69.5%	70.4%	101.3%	1,400
<b>Average Adult Performance</b>				<b>105.1%</b>	
Dislocated Worker Entered Employment	79.0%	77.0%	80.6%	104.7%	3,053
Dislocated Worker Employment Retention	92.0%	91.0%	91.1%	100.1%	2,462
Dislocated Worker Earnings Replacement	93.0%	83.0%	83.2%	100.2%	2,329
Dislocated Worker Employment and Credential	70.0%	69.0%	67.5%	97.8%	2,063
<b>Average Dislocated Worker Performance</b>				<b>100.7%</b>	
Older Youth Entered Employment	71.0%	70.0%	71.5%	102.2%	390
Older Youth Employment Retention	77.0%	77.0%	79.6%	103.3%	318
Older Youth Earnings Gain	\$2,727	\$3,235	\$2,625	81.2%	309
Older Youth Employment and Credential	52.0%	47.5%	52.7%	111.0%	459
Younger Youth Skills Gain	42.0%	72.0%	82.8%	115.0%	5298
Younger Youth Diploma or Equivalent	59.0%	52.0%	63.8%	122.6%	1,148
Younger Youth Retention	61.0%	64.5%	63.8%	98.8%	1,360
<b>Average Youth Performance</b>				<b>104.9%</b>	
Employer Satisfaction	58.5	65.0	67.8	104.3%	2,249
Participant Satisfaction	74.7	75.0	75.0	100.0%	4,362
<b>Average Satisfaction Performance</b>				<b>102.2%</b>	
<b>Average Federal Indicator Performance</b>				<b>103.6%</b>	



Table 2 (Continued)

State Performance Indicators	1997-98 Baseline	PY 2002 Target	PY 2002 Performance	Percent of Target	PY 2002 N of Cases
Adult Credential Rate	29.0%	34.9%	62.4%	178.9%	2,404
Adult Employment Q3	69.0%	72.8%	74.5%	102.4%	2,214
Adult Annualized Earnings	\$14,555	\$17,306	\$16,743	96.7%	1,650
Adult Customer Satisfaction	88.2%	89.0%	90.6%	101.8%	1,250
<b>Average Adult Performance</b>				<b>119.9%</b>	
Dislocated Worker Credential Rate	28.0%	34.0%	64.8%	190.6%	3,056
Dislocated Worker Employment Q3	78.0%	75.1%	79.7%	106.1%	2,887
Dislocated Worker Annualized Earnings	\$23,414	\$26,486	\$24,386	92.1%	2,310
Dislocated Worker Customer Satisfaction	87.3%	87.0%	89.5%	102.8%	2,014
<b>Average Dislocated Worker Performance</b>				<b>122.9%</b>	
Youth Credential Rate	32.0%	38.0%	67.6%	177.8%	1,764
Youth Employment Q3	63.0%	64.3%	71.7%	111.5%	2,312
Youth Annualized Earnings	\$6,524	\$8,640	\$8,526	98.7%	1,586
Youth Customer Satisfaction	94.4%	94.0%	94.1%	100.1%	872
<b>Average Youth Performance</b>				<b>122.0%</b>	
<b>Average State Indicator Performance</b>				<b>121.6%</b>	
<b>Average State and Federal Indicator Performance</b>				<b>111.1%</b>	

### Economic and Demographic Changes

PY 2002 participants faced a much weaker economy than did participants who exited during the baseline year. To take this into account, Workforce Board staff constructed mathematical regression models with economic and demographic variables. Regression models were used to measure the impact of changes in economic and demographic factors and to seek adjustments to performance targets where appropriate. The Department of Labor (DOL) accepted adjustments to 12 of Washington's targets on the 17 federal measures. These adjustments account for the fact that nine of the 29 PY2002 targets were lower than the baseline results measured using JTPA performance in 1997-98. Other targets increased, but more slowly than would otherwise have been the case.

### Discussion of Results

Washington's WIA I-B program exceeded PY02 performance targets for adults, dislocated workers, youth, and customer satisfaction and achieved at least 80 percent of each individual target. Twenty-five states performed at this level for PY02. DOL considers a performance measure to have failed if a state achieves less than 80 percent of its target. Washington State has not failed an individual target in its first three years of WIA operations. Washington State is one of 13 states that have not missed an individual target during those three years.

## Local Workforce Development Area Results

All local workforce development areas exceeded an average of 100 percent of their targets on the federal and state core indicators. Table 3 shows the local workforce development area results. Local targets are adjusted for changes in local economic conditions and participant demographics using the same regression models used to adjust to statewide targets.

**Table 3**

### WIA Title I-B PY 2002 Local Area Performance Results

Workforce Area	Average Adult	Average Dislocated	Average Youth	Federal Survey	Federal Adult	Federal Dislocated	Federal Youth	State Adult	State Dislocated	State Youth
01 Olympic	129.7%	130.0%	118.7%	106.6%	123%	109%	104%	136%	150%	133%
02 Pacific Mt	117.7%	113.8%	137.0%	103.3%	107%	109%	124%	128%	119%	150%
03 Northwest	122.2%	112.7%	107.1%	104.2%	117%	107%	107%	127%	118%	107%
04 Snohomish	112.2%	122.8%	126.8%	99.2%	111%	111%	133%	113%	134%	120%
05 King	100.4%	116.1%	103.6%	97.9%	96%	102%	94%	105%	131%	113%
06 Pierce	123.5%	113.1%	116.2%	104.8%	117%	102%	110%	130%	125%	123%
07 Southwest	110.3%	111.0%	114.1%	101.5%	98%	109%	107%	122%	113%	122%
08 North Central	115.8%	123.3%	112.3%	102.4%	106%	102%	107%	126%	144%	118%
09 Tri County	119.1%	123.0%	122.2%	99.1%	106%	104%	116%	132%	142%	128%
10 Eastern	124.7%	110.8%	119.8%	107.1%	106%	98%	109%	143%	123%	130%
11 Benton Franklin	106.1%	108.0%	91.2%	104.7%	98%	106%	83%	115%	110%	100%
12 Spokane	108.1%	118.5%	108.0%	100.1%	103%	105%	99%	113%	132%	117%
13 Statewide		104.4%				84%			125%	
State Total	112.5%	111.8%	113.5%	102.2%	105%	101%	105%	120%	123%	122%

Shading indicates eligibility to share in state incentive payments for the population.

### State Incentive Allocations

A total of \$400,000 was set aside from WIA 10 percent funding for use as state incentive fund awards. The amount allocated to each Workforce Development Council (WDC) is based on WDC size (as measured by funding allocation) and relative performance among WDCs eligible to share in the awards. The WDCs may use the dollars for any function permissible under WIA Title I-B.

Based upon the Workforce Board's incentive policy for WIA Title I-B (adopted in December 2002), local areas that exceeded an average of 100 percent of their performance targets for one or more of the funding streams, or for participant satisfaction are eligible to receive a share of this incentive money. Shaded areas of Table 3 show the WDCs eligible to share in the incentive money for each population.

## Carl Perkins Vocational and Technical Education PY03 Performance Results

The Workforce Board submitted Washington State's Consolidated Annual Report (CAR) on activities funded by the Carl Perkins Act on December 30, 2003. The CAR report includes accountability targets and results for both the secondary and postsecondary systems.

Table 4 shows Washington State's performance on the Carl Perkins measures and how the results compare to the performance targets. In order to be judged as exceeding performance targets, the Department of Education (DOE) calculates the difference (positive or negative) between performance and the target for each measure. DOE sums the differences to judge overall performance. Washington's performance did not exceed targets overall, and did not exceed its targets in either the secondary or postsecondary system.

**Table 4**  
**Baselines and Adjusted Performance Levels from the**  
**2003 Consolidated Annual Report**

	1997-98	2003	2003		Percent of
Federal Secondary Measures	Baseline	Target	Result	Difference	Target
1S1 Academic Attainment	94.13%	94.13%	91.95%	-2.18%	97.7%
1S2 Skill Attainment	94.13%	94.13%	91.95%	-2.18%	97.7%
2S1 Completion	94.13%	94.13%	91.95%	-2.18%	97.7%
2S2 Diploma	94.13%	94.13%	91.95%	-2.18%	97.7%
3S1 Total Placement	71.92%	71.58%	74.36%	2.78%	103.9%
4S1 Nontrad Participants	37.28%	37.78%	37.69%	-0.09%	99.8%
4S2 Nontrad Completers	32.63%	33.13%	31.47%	-1.66%	95.0%
Sum/Average of Federal Secondary Measures				-7.69	98.5%
Federal Postsecondary Measures					
1P1 Academic Attainment *	58.04%	58.79%	56.47%	-2.57%	95.6%
1P2 Skill Attainment *	58.04%	58.79%	56.47%	-2.57%	95.6%
2P1 Completion *	58.04%	58.79%	56.47%	-2.57%	95.6%
3P1 Total Placement	75.23%	72.44%	75.06%	2.62%	103.6%
3P2 Retention	74.57%	71.73%	73.69%	1.96%	102.7%
4P1 Nontrad Participants	18.29%	19.29%	20.39%	1.10%	105.7%
4P2 Nontrad Completers	17.63%	18.63%	17.55%	-1.08%	94.2%
Sum/Average of Federal Postsecondary Measures				-3.12%	99.0%
Sum/Average of Federal Measures Combined				-10.81%	98.8%

\* The Department of Education expresses all targets in percentage terms. The Workforce Board and the State Board for Community and Technical Colleges (SBCTC) expressed postsecondary Academic Attainment, Skill Attainment, and Completion targets as numbers. This approach is allowed by law, but is not accepted by the Department of Education. SBCTC exceeds its numeric targets for these measures.

## Economic and Demographic Changes

PY 2003 participants faced a much weaker economy than did participants who exited during the baseline year. To take this into account, Workforce Board staff constructed mathematical regression models with economic and demographic variables. Regression models were used to seek adjustments to performance targets for the secondary placement measure (3S1) and the postsecondary placement and retention measures (3P1 and 3P2). Without adjustments these targets would have been 74.58 percent, 75.23 percent and 75.16 percent, respectively, based on the assumption that performance would improve over the 1997-98 baseline period. Without adjustments, none of these employment-based performance measures would have been exceeded. After adjustments, all were exceeded.

Reporting of secondary vocational education participation and high school graduation appears to be far more complete this year than in past years, particularly among alternative high schools. This tended to increase the number of reported vocational education completers who do not graduate from high school in their senior year. This change in reporting may be a basis for future adjustments in targets to be reported with DOE.

## Performance on State Measures

Washington State has three additional indicators of vocational education performance: annualized earnings of completers who do not go on to further education, employer satisfaction, and participant satisfaction. Performance on these additional indicators has been well above target levels. Table 5 shows the results:

**Table 5**  
**Additional State Indicators from the**  
**2003 Consolidated Annual Report**

		1997-98	2003	2003	Percent of
State Secondary Additional Indicators		Baseline	Target	Result	Target
5S1	Annualized Earnings	\$8,753	\$9,286	\$9,604	103.4%
5S2	Employer Satisfaction	62%	69%	81%	117.4%
5S3	Participant Satisfaction	96%	95%	N.A.	N.A.
Average Performance State Secondary Measures					110.4%
State Postsecondary Additional Indicators					
5P1	Annualized Earnings	\$20,829	\$21,389	\$24,919	116.5%
5P2	Employer Satisfaction	70%	75%	91%	121.3%
5P3	Participant Satisfaction	91%	91%	N.A.	N.A.
Average Performance State Postsecondary Indicators					118.9%
Average Performance State Indicators					114.9%

Employer satisfaction is measured every two years in conjunction with our biennial employer needs and practices survey. Employer satisfaction is measured as the percent of employers “somewhat” or “very satisfied” with the skills of recent hires on a set of eleven dimensions that include occupation specific skills, basic educational skills such as reading writing, and math, and SCANS skills such as teamwork skills, positive work habits, and ability to accept supervision and to adapt to changes.

The baseline satisfaction results, obtained in the 1999 employer survey, have been surpassed in 2001 and 2003 by wide margins. This may be due, in part, to a change of survey methods. Beginning with the 2001 employer survey, employer satisfaction questions were contained in a separate questionnaire administered primarily by telephone. (In 1999, the satisfaction questions were embedded in the larger needs and practices survey, which was collected by mail.)

Changes between 2001 and 2003 are more likely the result of a change in satisfaction. Employer satisfaction with recent hires who completed secondary vocational education was measured at 81 percent in both 2001 and 2003. Postsecondary education posted a satisfaction gain between 2001 and 2003. Employer satisfaction with recent hires who completed post-secondary vocational education rose from 88 percent to 91 percent.

Participant satisfaction results are not yet available from our survey contractor. We expect to have them available by March 2004, when CAR results are certified.

### **Local Workforce Development Area Status**

Vocational education results have not yet been analyzed by workforce development area. Workforce Board staff plan to produce reports on enrollments and results by workforce area for distribution to local workforce boards.

### **Section 503 Incentive Results**

A state is eligible for Section 503 federal workforce incentive funds if it exceeds performance targets for Workforce Investment Act Title I, Carl Perkins Act, and Adult Education and Family Literacy Act performance measures. The targets for all three programs must be exceeded. In 2002 (WIA PY01 and CAR PY02) Washington State met these standards and was one of 16 states that met these standards, and is now in the process of finalizing the distribution of incentive funds based on that year’s performance.

In 2003 (WIA PY02 and CAR PY03) it appears that Washington State will not be eligible for Section 503 incentive fund, based on our Carl Perkins Act performance. Adult Education and Family Literacy Act results are not yet available, so we don’t yet know how that program’s performance would have affected eligibility.

The Workforce Board will approach DOE this summer to seek appropriate revisions to Carl Perkins Vocational Act Performance targets due to improved data collection.

# **TAB 8**

**WASHINGTON STATE  
WORKFORCE TRAINING AND EDUCATION COORDINATING BOARD  
MEETING NO. 95  
JANUARY 29, 2004**

**LOCAL AREA WIA TITLE I-B PERFORMANCE TARGETS FOR YEARS 4 AND 5  
(PY 03 AND PY04)**

In September 2003, the Workforce Training and Education Coordinating Board adopted a process for establishing local area targets for years four and five of the Workforce Investment Act Title I-B. The process called for the Board to set local targets based upon state targets (previously adopted by the Board and the Department of Labor), adjust the targets for local economic conditions and demographics of program participants, and negotiate with local areas. After negotiations, Board staff were to return to the Board in January for final adoption of the local targets.

The attached document shows the proposed targets, describes the negotiation process, and rationale for revisions agreed to by the Board staff.

**Board Action Requested:** Adoption of the recommended motion.

## **RECOMMENDED MOTION**

**WHEREAS,** One of the central functions of the Workforce Training and Education Coordinating Board is setting performance targets for workforce development programs; and

**WHEREAS,** The Board reached agreement with the Department of Labor on the state performance targets on the federal measures for Title I-B of the Workforce Investment Act; and

**WHEREAS,** The Board has identified state performance targets on the state measures for WIA Title I-B based upon continuous improvement from past performance; and

**WHEREAS,** The Board has identified a process for setting local targets based upon the state targets, adjustments for local economic conditions and demographics of program participants, and negotiations with local areas; and

**WHEREAS,** The Board has published proposed local area targets, conducted negotiations with local areas wishing to revise those targets, corrected problems identified by local areas, and revised 33 targets based on requests by local areas; and

**WHEREAS,** The proposed local targets will later be adjusted for any changes in local economic conditions and demographics of program participants that occur after their adoption.

**NOW, THEREFORE, BE IT RESOLVED,** That the Workforce Training and Education Coordinating Board approve the proposed local area performance targets for years four and five of the Workforce Investment Act Title I-B.



## **PROPOSED LOCAL WORKFORCE DEVELOPMENT AREA TARGETS FOR YEARS FOUR AND FIVE OF THE WORKFORCE INVESTMENT ACT (WIA) TITLE I-B**

### **Publication of Local Area Targets**

Board staff published the proposed WIA Title I-B local area targets on October 24, 2003. Staff explained that the proposed targets were based on statewide WIA Title I-B targets with adjustments based on the differences in economic and demographic conditions between local areas. For example, an area with an employment rate higher than the state average would have a lower target for the employment rate measures, other conditions being equal. Formal regression models were used to make the adjustments. Local areas were asked to respond by November 15, 2003, if they wished to negotiate changes to these targets.

### **Negotiation of Local Area Targets**

Board staff were contacted by the staff of five local areas to discuss the proposed targets. The Tacoma-Pierce County Workforce Development Council (WDC) and Snohomish County WDC asked questions about how targets were calculated, but did not request specific changes to local targets proposed for their areas. Some of the discussions with these areas involved questions regarding how the proposed local targets would be adjusted if conditions later changed.

Three local areas, Eastern Washington Partnership, Northwest, and Seattle-King County proposed specific changes to their local targets. Three issues were discussed: unusual demographic information in the PY02 data used to set targets; a request to trade lower targets on some measures for higher targets in other areas; and requests to consider additional information regarding local area demographics and unemployment rates. An error in preparing initial targets was also identified. See Appendix A for details regarding these issues.

### **Tables of Proposed Local Area Targets**

The eight pages that follow show the local area targets proposed for years four and five. The line for "State Target" shows the target for the state as a whole. The lines for "Average Federal" and "State Rank" show the national average of state targets for each federal measure in each year and the ranking of the Washington State target for each year compared to other states.

Readers will note a large jump in the targets for state measures of credentials between year three and year four. The jump in credential rates occurred because the number of credentials recorded in SKIES is considerably larger than was anticipated when targets were originally set.

Targets that were revised as a result of negotiations or corrections are shown in boxes in the attached spreadsheets.

## Federal Adult Measures

WDC	Adult Entered Employment					Adult Retention				
	Year 1		Year 2		Year 3		Year 4		Year 5	
	Final	Proposed	Final	Proposed	Final	Proposed	Final	Proposed	Final	Proposed
1 Olympic	66.0%	76.0%	68.9%	74.3%	69.6%	74.3%	75.0%	75.5%	76.2%	76.2%
2 Pacific Mt	76.0%	77.0%	74.3%	77.2%	76.2%	77.2%	73.8%	74.3%	80.4%	81.4%
3 Northwest	77.0%	77.0%	76.5%	77.2%	74.3%	77.2%	75.0%	75.5%	82.7%	83.7%
4 Snohomish	77.0%	77.0%	73.2%	73.2%	68.4%	68.4%	74.3%	74.8%	82.3%	83.3%
5 King	71.0%	74.0%	72.0%	73.2%	71.0%	73.2%	75.1%	75.6%	81.8%	82.8%
6 Pierce	70.0%	74.0%	68.0%	72.0%	70.0%	72.0%	75.5%	76.0%	81.8%	82.8%
7 Southwest	74.0%	77.0%	74.2%	77.6%	74.0%	77.6%	73.1%	73.6%	79.5%	80.5%
8 North Central	77.0%	77.0%	77.6%	77.6%	79.0%	79.0%	74.4%	74.9%	80.8%	81.8%
9 Tri County	71.0%	79.0%	72.7%	72.7%	74.2%	74.2%	71.5%	72.0%	79.9%	80.9%
10 Eastern	79.0%	80.4%	80.4%	80.4%	83.5%	83.5%	75.2%	75.7%	81.3%	82.3%
11 Benton-Franklin	80.0%	80.4%	80.4%	80.4%	78.5%	78.5%	77.4%	77.9%	78.4%	79.4%
12 Spokane							76.9%	77.4%	81.7%	82.7%
State	74.0%	74.0%	73.0%	73.0%	75.0%	75.0%	75.0%	75.5%	81.0%	82.0%
Average Federal	67.7%	67.7%	69.2%	69.2%	70.6%	70.6%	72.7%	73.8%	81.5%	82.4%
State Rank	3rd	3rd	8th	8th	7th	7th	12th	11th	30th	17th

WDC	Adult Earnings Gain					Adult Employment and Credential				
	Year 1		Year 2		Year 3		Year 4		Year 5	
	Final	Proposed	Final	Proposed	Final	Proposed	Final	Proposed	Final	Proposed
1 Olympic	\$3,850	\$4,200	\$2,363	\$3,621	\$2,824	\$3,605	\$3,570	\$4,006	\$3,720	\$4,156
2 Pacific Mt	\$3,850	\$5,100	\$4,128	\$1,713	\$3,257	\$2,930	\$3,722	\$3,872	\$2,671	\$2,821
3 Northwest	\$4,600	\$5,500	\$3,794	\$5,281	\$3,480	\$4,439	\$2,671	\$2,821	\$3,038	\$3,188
4 Snohomish	\$5,500	\$5,200	\$5,281	\$3,588	\$3,337	\$3,337	\$4,059	\$4,209	\$3,380	\$3,530
5 King	\$4,000	\$3,900	\$3,176	\$3,978	\$3,633	\$4,224	\$3,314	\$3,464	\$3,633	\$3,783
6 Pierce	\$3,500	\$3,800	\$3,566	\$2,795	\$4,332	\$3,265	\$3,948	\$4,098	\$3,175	\$3,325
7 Southwest	\$3,800	\$3,900	\$2,795	\$3,168	\$3,265	\$3,053	\$3,175	\$3,325	\$3,593	\$3,743
8 North Central										
9 Tri County										
10 Eastern										
11 Benton-Franklin										
12 Spokane										
State	\$4,371	\$3,173	\$3,440	\$3,244	\$3,539	\$3,104	\$3,600	\$3,750	\$3,150	\$3,150
Average Federal										
State Rank	1st	1st	22nd	22nd	17th	17th	6th	6th	1st	1st

NOTE: State Rankings for PY00 through PY03 are for 52 jurisdictions. State Rankings for PY04 are for 46 jurisdictions (excluding early implementation states).

Targets shown in boxes were revised through negotiations or corrections.

## State Adult Measures

	Adult Credentials					Adult Employment				
	Year 1		Year 2		Year 3		Year 4		Year 5	
	Final	Proposed	Final	Proposed	Final	Proposed	Final	Proposed	Final	Proposed
WDC										
1 Olympic	36.0%	36.4%	37.0%	37.1%	37.0%	67.1%	67.0%	73.5%	74.5%	74.5%
2 Pacific Mt	23.0%	25.0%	28.7%	28.7%	28.7%	73.5%	72.0%	72.8%	73.8%	73.8%
3 Northwest	34.0%	36.2%	37.1%	37.1%	37.1%	74.3%	72.0%	75.0%	76.0%	76.0%
4 Snohomish	34.0%	36.8%	37.6%	65.0%	62.6%	74.5%	74.6%	74.6%	75.6%	75.6%
5 King	33.0%	33.7%	36.6%	62.6%	61.0%	76.1%	74.1%	74.1%	75.1%	75.1%
6 Pierce	37.0%	39.6%	42.2%	61.0%	64.7%	71.6%	75.2%	75.2%	76.2%	76.2%
7 Southwest	21.0%	25.1%	28.2%	64.7%	64.6%	71.0%	72.7%	72.7%	73.7%	73.7%
8 North Central	30.0%	30.0%	33.1%	62.2%	64.2%	71.7%	74.9%	74.9%	75.9%	75.9%
9 Tri County	23.0%	25.5%	28.4%	58.3%	60.3%	72.0%	72.6%	72.6%	73.6%	73.6%
10 Eastern	26.0%	27.5%	28.9%	64.3%	66.3%	70.6%	74.3%	74.3%	75.3%	75.3%
11 Benton-Franklin	19.0%	25.2%	30.5%	60.5%	62.5%	78.3%	72.0%	72.0%	73.0%	73.0%
12 Spokane	33.0%	35.2%	37.8%	64.9%	66.9%	77.8%	75.3%	75.3%	76.3%	76.3%
State	29.0%	31.5%	34.9%	63.0%	65.0%	72.8%	74.0%	74.0%	75.0%	75.0%

	Adult Earnings					Adult Satisfaction				
	Year 1		Year 2		Year 3		Year 4		Year 5	
	Final	Proposed	Final	Proposed	Final	Proposed	Final	Proposed	Final	Proposed
WDC										
1 Olympic	\$13,300	\$14,383	\$15,543	\$17,421	\$15,543	\$17,938	89.0%	90.0%	89.0%	90.0%
2 Pacific Mt	\$13,850	\$14,662	\$15,273	\$16,387	\$15,273	\$16,904	89.0%	90.0%	89.0%	90.0%
3 Northwest	\$14,250	\$14,949	\$15,872	\$18,106	\$15,872	\$18,623	89.0%	90.0%	89.0%	90.0%
4 Snohomish	\$18,225	\$21,371	\$20,214	\$17,799	\$20,214	\$18,316	89.0%	90.0%	89.0%	90.0%
5 King	\$16,300	\$19,338	\$19,994	\$18,078	\$19,994	\$18,595	89.0%	90.0%	89.0%	90.0%
6 Pierce	\$17,100	\$16,089	\$17,632	\$16,957	\$17,632	\$17,474	89.0%	90.0%	89.0%	90.0%
7 Southwest	\$15,550	\$15,397	\$17,546	\$17,800	\$17,546	\$18,317	89.0%	90.0%	89.0%	90.0%
8 North Central	\$15,650	\$16,343	\$17,423	\$16,938	\$17,423	\$17,455	89.0%	90.0%	89.0%	90.0%
9 Tri County	\$14,200	\$14,583	\$15,761	\$15,568	\$15,761	\$16,085	89.0%	90.0%	89.0%	90.0%
10 Eastern	\$14,800	\$14,752	\$15,506	\$16,176	\$15,506	\$16,693	89.0%	90.0%	89.0%	90.0%
11 Benton-Franklin	\$13,800	\$14,752	\$16,199	\$17,289	\$16,199	\$17,806	89.0%	90.0%	89.0%	90.0%
12 Spokane	\$14,800	\$15,450	\$16,849	\$18,105	\$16,849	\$18,622	89.0%	90.0%	89.0%	90.0%
State	\$15,441	\$16,296	\$17,306	\$17,241	\$17,306	\$17,758	89.0%	90.0%	89.0%	90.0%

NOTE: Targets shown in boxes were revised through negotiation or corrections.

## Federal Dislocated Worker Measures

WDC	Dislocated Worker Entered Employment			Dislocated Worker Retention		
	Year 1 Final	Year 2 Final	Year 3 Final	Year 4 Final	Year 5 Final	Year 6 Final
1 Olympic	73.0%	72.1%	72.6%	78.1%	78.6%	79.0%
2 Pacific Mt	77.0%	75.5%	75.1%	79.0%	79.5%	79.9%
3 Northwest	81.0%	77.1%	76.3%	77.9%	78.4%	78.8%
4 Snohomish	81.0%	76.6%	74.7%	75.6%	76.1%	76.5%
5 King	82.0%	77.2%	73.9%	76.0%	76.5%	77.0%
6 Pierce	81.0%	78.4%	76.3%	77.5%	78.0%	78.5%
7 Southwest	76.0%	74.7%	73.3%	78.0%	78.5%	79.0%
8 North Central	80.0%	78.5%	79.0%	80.1%	80.6%	81.1%
9 Tri County	76.0%	74.5%	75.6%	80.4%	80.9%	81.4%
10 Eastern	74.0%	74.6%	75.6%	80.1%	80.6%	81.1%
11 Benton-Franklin	74.0%	73.0%	77.3%	79.0%	79.5%	80.0%
12 Spokane	79.0%	76.4%	75.4%	78.5%	79.0%	79.5%
State	79.0%	76.0%	77.0%	78.5%	79.0%	79.5%
Average Federal	73.8%	75.3%	76.6%	78.4%	79.9%	81.4%
Washington Rank	6th	27th	30th	25th	26th	27th

WDC	Dislocated Worker Earnings Replacement			Dislocated Worker Employment and Credential		
	Year 1 Final	Year 2 Final	Year 3 Final	Year 4 Final	Year 5 Final	Year 6 Final
1 Olympic	85.0%	82.0%	81.5%	84.6%	84.6%	85.1%
2 Pacific Mt	92.0%	81.0%	85.0%	88.1%	88.1%	88.6%
3 Northwest	87.0%	75.9%	73.8%	79.2%	79.2%	79.7%
4 Snohomish	85.0%	75.2%	76.4%	79.5%	79.5%	80.0%
5 King	95.0%	78.9%	82.4%	85.3%	85.3%	85.8%
6 Pierce	92.0%	80.9%	81.7%	84.8%	84.8%	85.3%
7 Southwest	91.0%	74.9%	76.9%	80.0%	80.0%	80.5%
8 North Central	90.0%	85.8%	85.8%	88.9%	88.9%	89.4%
9 Tri County	97.0%	79.9%	93.0%	96.1%	96.1%	96.6%
10 Eastern	91.0%	88.4%	88.7%	86.1%	86.1%	86.6%
11 Benton-Franklin	93.0%	92.1%	82.5%	85.6%	85.6%	86.1%
12 Spokane	95.0%	78.8%	88.6%	91.8%	91.8%	92.3%
State	93.0%	86.0%	83.0%	86.0%	86.0%	86.5%
Average Federal	90.2%	91.3%	91.9%	91.8%	92.6%	93.4%
Washington Rank	11th	44th	49th	44th	41st	42nd

WDC	Dislocated Worker Entered Employment			Dislocated Worker Retention		
	Year 1 Final	Year 2 Final	Year 3 Final	Year 4 Final	Year 5 Final	Year 6 Final
1 Olympic	73.0%	72.1%	72.6%	78.1%	78.6%	79.0%
2 Pacific Mt	77.0%	75.5%	75.1%	79.0%	79.5%	79.9%
3 Northwest	81.0%	77.1%	76.3%	77.9%	78.4%	78.8%
4 Snohomish	81.0%	76.6%	74.7%	75.6%	76.1%	76.5%
5 King	82.0%	77.2%	73.9%	76.0%	76.5%	77.0%
6 Pierce	81.0%	78.4%	76.3%	77.5%	78.0%	78.5%
7 Southwest	76.0%	74.7%	73.3%	78.0%	78.5%	79.0%
8 North Central	80.0%	78.5%	79.0%	80.1%	80.6%	81.1%
9 Tri County	76.0%	74.5%	75.6%	80.4%	80.9%	81.4%
10 Eastern	74.0%	74.6%	75.6%	80.1%	80.6%	81.1%
11 Benton-Franklin	74.0%	73.0%	77.3%	79.0%	79.5%	80.0%
12 Spokane	79.0%	76.4%	75.4%	78.5%	79.0%	79.5%
State	79.0%	76.0%	77.0%	78.5%	79.0%	79.5%
Average Federal	73.8%	75.3%	76.6%	78.4%	79.9%	81.4%
Washington Rank	6th	27th	30th	25th	26th	27th

WDC	Dislocated Worker Earnings Replacement			Dislocated Worker Employment and Credential		
	Year 1 Final	Year 2 Final	Year 3 Final	Year 4 Final	Year 5 Final	Year 6 Final
1 Olympic	85.0%	82.0%	81.5%	84.6%	84.6%	85.1%
2 Pacific Mt	92.0%	81.0%	85.0%	88.1%	88.1%	88.6%
3 Northwest	87.0%	75.9%	73.8%	79.2%	79.2%	79.7%
4 Snohomish	85.0%	75.2%	76.4%	79.5%	79.5%	80.0%
5 King	95.0%	78.9%	82.4%	85.3%	85.3%	85.8%
6 Pierce	92.0%	80.9%	81.7%	84.8%	84.8%	85.3%
7 Southwest	91.0%	74.9%	76.9%	80.0%	80.0%	80.5%
8 North Central	90.0%	85.8%	85.8%	88.9%	88.9%	89.4%
9 Tri County	97.0%	79.9%	93.0%	96.1%	96.1%	96.6%
10 Eastern	91.0%	88.4%	88.7%	86.1%	86.1%	86.6%
11 Benton-Franklin	93.0%	92.1%	82.5%	85.6%	85.6%	86.1%
12 Spokane	95.0%	78.8%	88.6%	91.8%	91.8%	92.3%
State	93.0%	86.0%	83.0%	86.0%	86.0%	86.5%
Average Federal	90.2%	91.3%	91.9%	91.8%	92.6%	93.4%
Washington Rank	11th	44th	49th	44th	41st	42nd

NOTE: State Rankings for PY00 through PY03 are for 52 jurisdictions. State Rankings for PY04 are for 46 jurisdictions (excluding early implementation states).

Targets shown in boxes were corrected or revised through negotiations or corrections.

## State Dislocated Worker Measures

WDC	Dislocated Worker Credentials					Dislocated Worker Employment				
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 2	Year 3	Year 4	Year 5	
	Final	Final	Final	Proposed	Proposed	Final	Final	Proposed	Proposed	
1 Olympic	27.0%	28.3%	31.5%	69.3%	71.3%	71.2%	72.1%	79.8%	79.8%	
2 Pacific Mt	37.0%	38.3%	39.0%	71.5%	73.5%	77.3%	76.7%	79.3%	79.3%	
3 Northwest	27.0%	28.0%	31.1%	64.6%	66.6%	78.5%	78.4%	80.0%	80.0%	
4 Snohomish	27.0%	30.3%	32.7%	69.9%	71.9%	79.0%	77.3%	79.6%	79.6%	
5 King	26.0%	27.4%	29.9%	67.5%	69.5%	76.4%	75.0%	80.0%	80.0%	
6 Pierce	35.0%	36.2%	36.1%	70.2%	72.2%	78.8%	77.0%	79.8%	79.8%	
7 Southwest	29.0%	32.3%	34.7%	72.2%	74.2%	75.3%	73.5%	78.7%	78.7%	
8 North Central	21.0%	21.8%	25.7%	70.8%	72.8%	73.9%	75.7%	80.0%	80.0%	
9 Tri County	21.0%	22.8%	25.6%	70.5%	72.5%	77.4%	79.5%	81.7%	81.7%	
10 Eastern	27.0%	38.2%	30.7%	70.3%	72.3%	74.3%	74.1%	80.5%	80.5%	
11 Benton-Franklin	10.0%	8.9%	21.8%	68.7%	70.7%	68.4%	75.4%	80.8%	80.8%	
12 Spokane	23.0%	25.9%	27.4%	69.5%	71.5%	81.2%	79.5%			
State	28.0%	31.2%	34.0%	70.0%	72.0%	76.0%	75.1%	80.0%	80.0%	

WDC	Dislocated Worker Earnings					Dislocated Worker Satisfaction				
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 2	Year 3	Year 4	Year 5	
	Final	Final	Final	Proposed	Proposed	Final	Final	Proposed	Proposed	
1 Olympic	\$22,200	\$23,593	\$27,246	\$27,415	\$28,199	87.0%	87.0%	89.0%	89.0%	
2 Pacific Mt	\$20,950	\$22,681	\$24,639	\$25,172	\$25,956	87.0%	87.0%	89.0%	89.0%	
3 Northwest	\$21,600	\$22,918	\$29,935	\$29,628	\$30,412	87.0%	87.0%	89.0%	89.0%	
4 Snohomish	\$25,883	\$26,126	\$28,636	\$28,238	\$29,022	87.0%	87.0%	89.0%	89.0%	
5 King	\$26,523	\$30,551	\$32,191	\$31,603	\$32,387	87.0%	87.0%	89.0%	89.0%	
6 Pierce	\$25,000	\$26,804	\$27,141	\$25,413	\$26,197	87.0%	87.0%	89.0%	89.0%	
7 Southwest	\$23,940	\$26,008	\$27,056	\$25,182	\$25,966	87.0%	87.0%	89.0%	89.0%	
8 North Central	\$19,600	\$19,215	\$22,430	\$21,573	\$22,357	87.0%	87.0%	89.0%	89.0%	
9 Tri County	\$18,850	\$22,540	\$23,465	\$23,189	\$23,973	87.0%	87.0%	89.0%	89.0%	
10 Eastern	\$18,200	\$20,392	\$21,283	\$23,502	\$24,286	87.0%	87.0%	89.0%	89.0%	
11 Benton-Franklin	\$30,290	\$25,056	\$25,026	\$27,387	\$28,171	87.0%	87.0%	89.0%	89.0%	
12 Spokane	\$22,200	\$23,557	\$25,010	\$25,501	\$26,285	87.0%	87.0%	89.0%	89.0%	
State	\$23,884	\$24,461	\$26,486	\$26,128	\$26,912	87.0%	87.0%	89.0%	89.0%	

NOTE: Targets shown in boxes were revised through negotiations or corrections.

## Federal Older Youth Measures

WDC	Older Youth Entered Employment					Older Youth Retention				
	Year 1		Year 2		Year 3		Year 4		Year 5	
	Final	Proposed	Final	Proposed	Final	Proposed	Final	Proposed	Final	Proposed
1 Olympic	75.0%		76.4%	71.4%	74.7%	71.9%	74.0%	80.2%	73.0%	80.2%
2 Pacific Mt	63.0%		65.1%	69.9%	64.9%	70.4%	74.6%	81.5%	67.0%	81.5%
3 Northwest	71.0%		68.3%	68.0%	69.4%	68.5%	80.5%	81.0%	84.0%	81.0%
4 Snohomish	69.0%		64.0%	66.1%	67.0%	69.4%	72.6%	76.1%	76.9%	76.1%
5 King	68.0%		71.7%	66.1%	70.0%	66.6%	72.7%	76.3%	74.6%	76.3%
6 Pierce	71.0%		69.7%	73.2%	69.8%	73.7%	72.3%	81.2%	76.4%	81.2%
7 Southwest	74.0%		70.1%	66.1%	66.0%	66.6%	70.6%	76.1%	74.7%	76.1%
8 North Central	70.0%		69.2%	69.3%	68.0%	69.8%	74.8%	74.8%	77.2%	74.8%
9 Tri County	66.0%		73.9%	71.5%	68.2%	72.0%	71.9%	74.3%	70.6%	74.3%
10 Eastern	66.0%		66.3%	71.5%	66.3%	72.0%	79.9%	81.9%	80.4%	81.9%
11 Benton-Franklin	83.0%		80.2%	71.4%	80.3%	71.9%	86.0%	78.0%	85.6%	78.0%
12 Spokane	75.0%		76.9%	69.1%	78.6%	69.6%	78.8%	77.9%	80.9%	77.9%
State	71.0%		70.0%	70.0%	70.0%	70.5%	74.0%	78.0%	77.0%	78.0%
Average Federal	62.4%		64.0%	66.4%	65.4%	67.2%	75.6%	77.5%	77.0%	77.9%
Washington Rank	2nd		5th	10th	10th	10th	35th	22nd	29th	20th

WDC	Older Youth Earnings Gain					Older Youth Employment and Credential				
	Year 1		Year 2		Year 3		Year 4		Year 5	
	Final	Proposed	Final	Proposed	Final	Proposed	Final	Proposed	Final	Proposed
1 Olympic	\$3,150		\$3,073	\$3,229	\$3,465	\$3,279	42.9%	46.4%	60.0%	47.4%
2 Pacific Mt	\$2,300		\$3,756	\$3,158	\$3,022	\$3,208	35.6%	45.0%	59.0%	46.0%
3 Northwest	\$2,750		\$3,999	\$2,778	\$2,329	\$2,828	53.4%	40.7%	60.0%	41.7%
4 Snohomish	\$1,900		\$493	\$2,688	\$1,967	\$2,738	30.0%	46.8%	50.0%	47.8%
5 King	\$2,200		\$2,561	\$3,063	\$2,621	\$3,113	55.7%	42.0%	40.0%	43.0%
6 Pierce	\$3,400		\$2,659	\$3,233	\$3,372	\$3,283	45.9%	42.8%	43.0%	43.8%
7 Southwest	\$4,000		\$3,416	\$2,780	\$3,182	\$2,830	41.7%	46.1%	56.0%	47.1%
8 North Central	\$3,700		\$3,036	\$2,380	\$3,740	\$2,430	33.6%	45.6%	34.0%	46.6%
9 Tri County	\$2,300		\$2,406	\$2,946	\$3,032	\$2,996	57.8%	44.9%	53.0%	45.9%
10 Eastern	\$3,200		\$2,249	\$3,092	\$2,960	\$3,142	46.3%	47.6%	37.0%	48.6%
11 Benton-Franklin	\$3,450		\$3,600	\$1,257	\$2,395	\$1,307	53.7%	45.0%	78.0%	46.0%
12 Spokane	\$1,900		\$2,422	\$2,737	\$2,865	\$2,787	67.7%	45.5%	47.0%	46.5%
State	\$2,900		\$2,682	\$2,850	\$3,235	\$2,900	47.0%	45.0%	52.0%	46.0%
Average Federal	\$2,696		\$2,756	\$2,691	\$2,674	\$2,730	44.5%	44.7%	43.0%	45.7%
Washington Rank	20th		30th	23rd	11th	22nd	24th	25th	26th	24th

NOTE: State Rankings for PY00 through PY03 are for 52 jurisdictions. State Rankings for PY04 are for 46 jurisdictions (excluding early implementation states).

Targets shown in boxes were revised through negotiations or corrections.

## Federal Younger Youth Measures

WDC	Younger Youth Skills Gains					Younger Youth HS Diploma				
	Year 1 Final	Year 2 Final	Year 3 Final	Year 4 Proposed	Year 5 Proposed	Year 1 Final	Year 2 Final	Year 3 Final	Year 4 Proposed	Year 5 Proposed
1 Olympic	63.0%	68.0%	74.0%	73.0%	75.0%	47.0%	48.0%	49.0%	49.0%	50.0%
2 Pacific Mt	58.0%	66.0%	74.0%	73.0%	75.0%	42.0%	43.0%	44.0%	44.0%	45.0%
3 Northwest	52.0%	63.0%	74.0%	73.0%	75.0%	58.0%	59.0%	60.0%	59.5%	60.0%
4 Snohomish	57.0%	65.0%	74.0%	73.0%	75.0%	40.0%	41.0%	42.0%	42.0%	43.0%
5 King	40.0%	54.0%	69.0%	73.0%	75.0%	50.0%	51.0%	52.0%	52.0%	53.0%
6 Pierce	54.0%	64.0%	74.0%	73.0%	75.0%	57.0%	58.0%	59.0%	59.0%	60.0%
7 Southwest	45.0%	57.0%	69.0%	73.0%	75.0%	52.0%	53.0%	54.0%	54.0%	55.0%
8 North Central	40.0%	54.0%	69.0%	73.0%	75.0%	46.0%	47.0%	48.0%	48.0%	49.0%
9 Tri County	50.0%	59.0%	69.0%	73.0%	75.0%	48.0%	49.0%	50.0%	50.0%	51.0%
10 Eastern	40.0%	54.0%	69.0%	73.0%	75.0%	59.0%	60.0%	61.0%	60.0%	60.0%
11 Benton-Franklin	70.0%	73.0%	76.0%	73.0%	75.0%	52.0%	53.0%	54.0%	54.0%	55.0%
12 Spokane	40.0%	54.0%	69.0%	73.0%	75.0%	58.0%	59.0%	60.0%	59.5%	60.0%
State	50.0%	60.0%	72.0%	73.0%	75.0%	50.0%	51.0%	52.0%	52.0%	53.0%
Average Federal	66.1%	68.2%	70.8%	75.8%	77.0%	48.9%	50.6%	52.5%	53.1%	54.7%
Washington Rank	49th	48th	24th	34th	25th	27th	30th	31st	30th	28th

WDC	Younger Youth Retention				
	Year 1 Final	Year 2 Final	Year 3 Final	Year 4 Proposed	Year 5 Proposed
1 Olympic	65.0%	64.9%	64.5%	57.2%	57.7%
2 Pacific Mt	52.0%	55.0%	61.1%	57.7%	58.2%
3 Northwest	64.0%	65.0%	67.3%	61.5%	62.0%
4 Snohomish	63.0%	61.2%	66.0%	54.8%	55.3%
5 King	68.0%	61.9%	61.0%	54.1%	54.6%
6 Pierce	68.0%	64.1%	69.5%	64.5%	65.0%
7 Southwest	59.0%	54.4%	63.1%	59.3%	59.8%
8 North Central	61.0%	64.3%	69.4%	57.5%	58.0%
9 Tri County	50.0%	51.1%	60.0%	59.4%	59.9%
10 Eastern	51.0%	50.7%	58.1%	58.6%	59.1%
11 Benton-Franklin	69.0%	67.6%	68.9%	57.8%	58.3%
12 Spokane	67.0%	63.7%	66.4%	61.1%	61.6%
State	61.0%	60.0%	64.5%	58.5%	59.0%
Average Federal	51.4%	52.7%	54.6%	56.7%	58.3%
Washington Rank	2nd	4th	4th	16th	18th

NOTE: State Rankings for PY00 through PY03 are for 52 jurisdictions. State Rankings for PY04 are for 46 jurisdictions (excluding early implementation states).

Targets shown in boxes were revised through negotiations or corrections.

## State Youth Measures

WDC	Youth Credentials					Youth Employment				
	Year 1 Final	Year 2 Final	Year 3 Final	Year 4 Proposed	Year 5 Proposed	Year 1 Final	Year 2 Final	Year 3 Final	Year 4 Proposed	Year 5 Proposed
1 Olympic	27.0%	29.4%	33.2%	66.5%	68.5%	63.0%	63.0%	61.3%	66.2%	68.2%
2 Pacific Mt	23.0%	27.5%	32.0%	66.9%	68.9%	56.0%	57.2%	62.1%	66.3%	68.3%
3 Northwest	39.0%	39.4%	40.4%	63.0%	65.0%	66.0%	62.7%	66.4%	70.5%	72.5%
4 Snohomish	25.0%	31.9%	36.2%	68.0%	70.0%	61.0%	59.4%	65.0%	65.5%	67.5%
5 King	40.0%	39.7%	41.6%	66.3%	68.3%	67.0%	61.4%	63.6%	65.5%	67.5%
6 Pierce	28.0%	32.1%	35.4%	67.8%	69.8%	66.0%	64.0%	66.4%	72.7%	74.7%
7 Southwest	47.0%	47.0%	48.9%	67.8%	69.8%	63.0%	54.9%	62.5%	68.1%	70.1%
8 North Central	31.0%	33.3%	37.5%	66.0%	68.0%	64.0%	63.5%	67.8%	67.9%	69.9%
9 Tri County	33.0%	33.2%	35.5%	64.5%	66.5%	56.0%	56.6%	63.3%	67.7%	69.7%
10 Eastern	24.0%	26.5%	32.5%	67.0%	69.0%	60.0%	54.9%	61.9%	68.3%	70.3%
11 Benton-Franklin	34.0%	36.9%	35.4%	63.9%	65.9%	73.0%	67.0%	73.7%	68.6%	70.6%
12 Spokane	42.0%	43.2%	44.0%	68.7%	70.7%	67.0%	64.4%	67.5%	69.8%	71.8%
State	32.0%	35.0%	38.0%	67.0%	69.0%	63.0%	60.4%	64.3%	68.0%	70.0%

WDC	Youth Earnings					Youth Satisfaction				
	Year 1 Final	Year 2 Final	Year 3 Final	Year 4 Proposed	Year 5 Proposed	Year 1 Final	Year 2 Final	Year 3 Final	Year 4 Proposed	Year 5 Proposed
1 Olympic	\$7,600	\$8,434	\$7,994	\$8,071	\$8,480	94.0%	94.0%	94.0%	94.0%	94.0%
2 Pacific Mt	\$6,600	\$6,831	\$7,994	\$7,491	\$7,900	94.0%	94.0%	94.0%	94.0%	94.0%
3 Northwest	\$8,500	\$7,742	\$8,319	\$7,707	\$8,116	94.0%	94.0%	94.0%	94.0%	94.0%
4 Snohomish	\$5,000	\$5,990	\$8,859	\$7,796	\$8,205	94.0%	94.0%	94.0%	94.0%	94.0%
5 King	\$6,100	\$6,580	\$8,394	\$8,103	\$8,512	94.0%	94.0%	94.0%	94.0%	94.0%
6 Pierce	\$6,850	\$7,894	\$9,567	\$8,942	\$9,351	94.0%	94.0%	94.0%	94.0%	94.0%
7 Southwest	\$7,800	\$7,107	\$8,403	\$7,662	\$8,071	94.0%	94.0%	94.0%	94.0%	94.0%
8 North Central	\$6,900	\$8,305	\$9,564	\$7,853	\$8,262	94.0%	94.0%	94.0%	94.0%	94.0%
9 Tri County	\$6,900	\$8,437	\$8,949	\$8,663	\$9,072	94.0%	94.0%	94.0%	94.0%	94.0%
10 Eastern	\$6,800	\$6,357	\$6,261	\$7,477	\$7,886	94.0%	94.0%	94.0%	94.0%	94.0%
11 Benton-Franklin	\$8,000	\$6,585	\$8,514	\$7,934	\$8,343	94.0%	94.0%	94.0%	94.0%	94.0%
12 Spokane	\$6,400	\$8,245	\$9,721	\$8,792	\$9,201	94.0%	94.0%	94.0%	94.0%	94.0%
State	\$6,920	\$7,503	\$8,640	\$8,182	\$8,591	94.0%	94.0%	94.0%	94.0%	94.0%

NOTE: Targets shown in boxes were revised through negotiations or corrections.



## Federal Customer Satisfaction Measures

WDC	Employer Satisfaction					Participant Satisfaction				
	Year 1		Year 2		Year 3		Year 4		Year 5	
	Final	Proposed	Final	Proposed	Final	Proposed	Final	Proposed	Final	Proposed
1 Olympic	61.0	68.0	63.0	68.0	65.0	69.0	75.0	75.0	75.0	75.0
2 Pacific Mt	61.0	68.0	63.0	68.0	65.0	69.0	75.0	75.0	75.0	75.0
3 Northwest	61.0	68.0	63.0	68.0	65.0	69.0	75.0	75.0	75.0	75.0
4 Snohomish	60.0	67.0	62.0	67.0	64.0	69.0	75.0	75.0	75.0	75.0
5 King	57.0	66.0	60.0	66.0	63.0	69.0	75.0	75.0	75.0	75.0
6 Pierce	58.0	66.0	61.0	66.0	63.0	69.0	75.0	75.0	75.0	75.0
7 Southwest	63.0	68.0	64.0	68.0	65.0	69.0	75.0	75.0	75.0	75.0
8 North Central	64.0	68.0	65.0	68.0	66.0	69.0	75.0	75.0	75.0	75.0
9 Tri County	64.0	68.0	65.0	68.0	66.0	69.0	75.0	75.0	75.0	75.0
10 Eastern	65.0	68.0	66.0	68.0	67.0	69.0	75.0	75.0	75.0	75.0
11 Benton-Franklin	60.0	68.0	62.0	68.0	64.0	69.0	75.0	75.0	75.0	75.0
12 Spokane	61.0	68.0	63.0	68.0	65.0	69.0	75.0	75.0	75.0	75.0
State	61.0	68.0	63.0	68.0	65.0	69.0	75.0	75.0	75.0	75.0
Average Federal	65.1	72.2	66.7	72.2	68.6	72.7	67.7	73.8	74.5	74.5
Washington Rank	45th	42nd	44th	42nd	46th	39th	2nd	18th	25th	25th

NOTE: State Rankings for PY00 through PY03 are for 52 jurisdictions. State Rankings for PY04 are for 46 jurisdictions (excluding early implementation states).

## **Appendix A**

### **Negotiation of Local Area Targets**

#### **A. Adjusting for Unusual Pre-Program Demographics**

Eastern Washington Partnership Workforce Development Council (WDC) had very high earnings gain targets for adults, dislocated workers, and older youth. These were based on unusually low pre-program earnings measured in PY02 for all three programs. According to Board regression models, the lower an area's pre-program earnings, the easier it is to obtain a large earnings gain. It was pointed out that high targets would be demoralizing to local area staff, and there is no guarantee that the unusually low pre-program earnings seen in PY02 would still exist in PY03. The Board staff's end-of-the-year target adjustments normally take care of such problems. If PY03 pre-program earnings were still as low as in PY02, it is likely that the proposed targets would be met. If PY03 pre-program earnings turned out to be higher, Eastern Washington's targets would be reduced accordingly. Board staff offered to make these adjustments in advance—to stipulate that we expected the average values of pre-program earnings to be closer to the statewide average and to make final adjustments from those more moderate assumptions rather than from the actual values for PY02. The Eastern Washington Partnership WDC accepted this proposal, which reduced proposed targets for three measures.

After discussions with the Northwest WDC, Board staff used the same process to increase their older youth earnings gain target. That very low initial target had been based on an unusually high pre-program earnings amount in PY02.

#### **B. Lowering Some Targets in Exchange for Raising Others**

Northwest WDC expressed concern that its program could be undercounting credentials. While investigating this process and taking steps to improve results, they proposed lowering targets for four measures, and offsetting this by raising seven other targets. The lowered targets were set in such a way as to reduce chances of falling below 80 percent achievement on those measures while steps were taken to improve performance. The net impact of the four reductions and seven increases was to leave overall average targets unchanged. Workforce Board staff agreed to this approach.

#### **C. Considering Additional Demographic and Economic Information**

Seattle-King County WDC asked Workforce Board staff to consider a number of factors. These included the rapid decline of economic conditions in King County between 2000 and 2003, the large size of the Seattle-King County labor market and competition for jobs between residents and commuters from other counties, the discontinuity between last year's targets and this year's targets, and the possibility that homeless participants and youth offenders could be undercounted among Seattle-King participants. They also indicated that the large proportion of Black and non-English speaking participants in their area was not considered in the regression model for state youth credential rates.

Seattle-King County WDC staff commissioned a Workforce Investment Act Youth Offender study in the summer of 2003, which confirmed that the proportion of youth involved with the court system is considerably higher than reported in SKIES, often because that court

involvement is unknown to or unrecorded by case managers. Workforce Board staff also examined the percent of King County adults reported as homeless, noting it is difficult to record that information properly in SKIES and the percent recorded as homeless in the Seattle-King County area was considerably lower than the statewide average, which seems to be incorrect. Adjustments were made to the demographic values used to compute Seattle-King County targets based on the results of the Youth Offender study, and US Census data on populations likely to be considered homeless. Workforce Board staff tested the use of additional variables in the regression model of the state youth credential measure. The added variables were not statistically significant statewide, but the practical impact of including them was large enough to use these variables for Seattle-King County.

The last question to consider was whether unemployment rates reported for King County accurately reflected the difficulty faced by King County residents in finding jobs. Contact with the Labor Market and Economic Analysis Branch of the Employment Security Department revealed this could be the case. Unemployment rates for King County, Snohomish County, and Island County are measured jointly, as part of one larger metropolitan statistical area. County unemployment rates are estimated by allocating the employed and unemployed populations of the metropolitan statistical area to the various counties. Although steps are taken to avoid this, employed people tend to be assigned to the county in which they are employed and unemployed people are assigned to the county they live in. That means the labor market difficulties of people who live in counties receiving large numbers of incoming commuters could be understated. To remedy this, we have used the unemployment rates for the entire metropolitan statistical area to measure economic conditions in King County.

